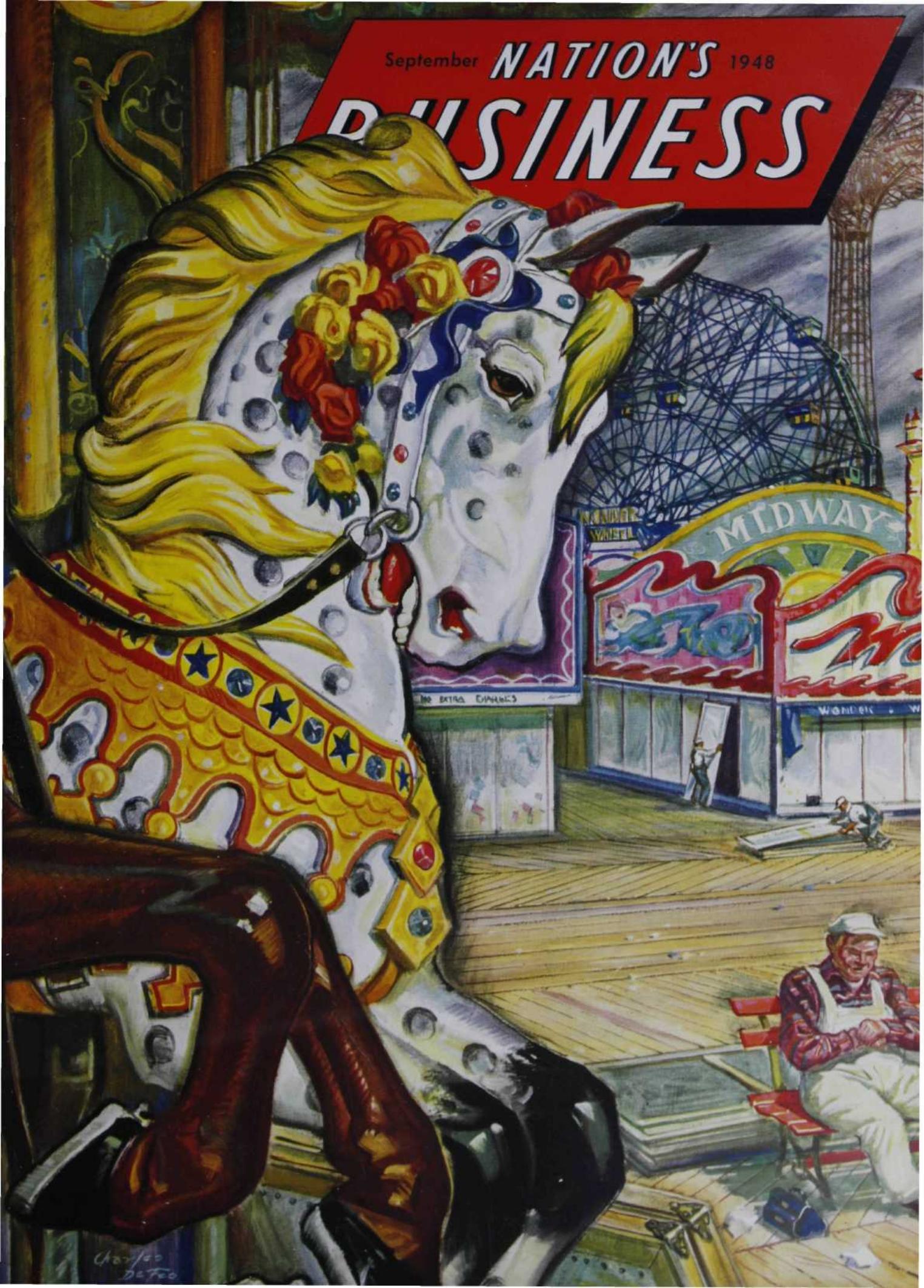


September 1948

NATION'S BUSINESS



problem*

solution

The paint industry has long sought lacquers that could be as easily applied by brush as they are by spray gun. Hercules research, in co-operation with leading lacquer manufacturers, has helped in the solution of this problem. A number of Hercules products including cellulose derivatives, synthetic resins, and terpene solvents are now being incorporated by lacquer manufacturers in brushing lacquers that are proving useful in home, farm, and industry.

result...



***TO MAKE A SATISFACTORY BRUSHING LACQUER**
...another development utilizing Hercules chemical materials.
The free book, "A Trip Through Hercules Land," describes
other uses of Hercules chemicals.



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HERCULES POWDER COMPANY
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MAIL BY AIR



Shorten order-to-delivery-to-payment periods. Get re-orders more quickly.

Compare NEW DODGE "Job-Rated" TRUCKS

feature for feature!



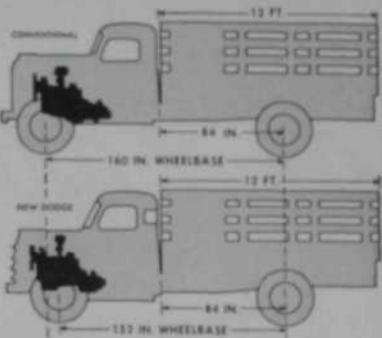
Read this 10 Point Comparison

(Dodge Model F-152; 14,500 pounds Gross Vehicle Weight—and Comparable Competitive Models.)

FEATURES AND ADVANTAGES	DODGE "Job-Rated" TRUCK	TRUCK "A"	TRUCK "B"	TRUCK "C"	TRUCK "D"
Wheelbase	152 in.	161 in.	158 in.	159 in.	161 in.
Cab-to-Axle—to take 12-foot body	84 in.	84 in.	84.06 in.	84 in.	84 in.
Wide-Tread Front Axles (shorter turning—more stability)	62 in.	56 in.	60.03 in.	58½ in.	56 in.
Modern "Cross-Type" Steering	Yes	No	No	No	No
Turning Diameter * —Left —Right	50½ ft. 50½ ft.	61½ ft. 61½ ft.	60½ ft. 54½ ft.	54½ ft. 54½ ft.	66½ ft. 66½ ft.
Maximum Horsepower	109	93	100	93	100
Total Spring Length (Front and Rear "Cushioned Ride") †	194 in.	171½ in.	162 in.	176 in.	182 in.
Cab Seat Width (Measure of Roominess) ▲	57½ in.	52½ in.	51½ in.	47½ in.	52½ in.
Windshield Glass Area ▲	901 sq. in.	713 sq. in.	638 sq. in.	545 sq. in.	713 sq. in.
Vent Wings plus Rear Quarter Windows	Yes	No	No	No	No

* To outside of tire (tire clearance.) Computed from data based on tests or computations obtained from usually reliable sources. † All four springs. ▲ Measured from production models. ▲ Computed from width and depth measurements; no allowance for contours.

Better Weight Distribution
Easier Handling
Shorter Turning Diameters



Front axles have been moved back, engines forward, placing more load on the front axle. While cab-to-axle dimensions are the same, wheelbases are shorter, giving better weight distribution, and increased payload.

This new weight distribution, combined with longer springs, produces a marvelous new "cushioned-ride."

You get still more comfort from new "Air-O-Ride" seats, with their easily controllable "cushion of air."

CONVENTIONAL LEFT TURN



CONVENTIONAL RIGHT TURN

You can turn in much smaller circles, both right and left—you can back up to loading platforms or maneuver in crowded areas with greater ease—because of new type "cross-steering," shorter wheelbases, and wide tread front axles. In all, 248 different "Job-Rated" chassis and body models. Up to 23,000 lbs. G.V.W. Up to 40,000 lbs. G.T.W.



- 1—PLENTY OF HEADROOM.
- 2—STEERING WHEEL...right in the driver's lap.
- 3—NATURAL BACK SUPPORT...adjustable for maximum comfort.
- 4—PROPER LEG SUPPORT...under the knees where you need it.
- 5—CHAIR-HEIGHT SEATS...just like you have at home.
- 6—7-INCH SEAT ADJUSTMENT...with safe, convenient hand control.
- 7—"AIR-O-RIDE" CUSHIONS...adjustable to weight of driver and road conditions.



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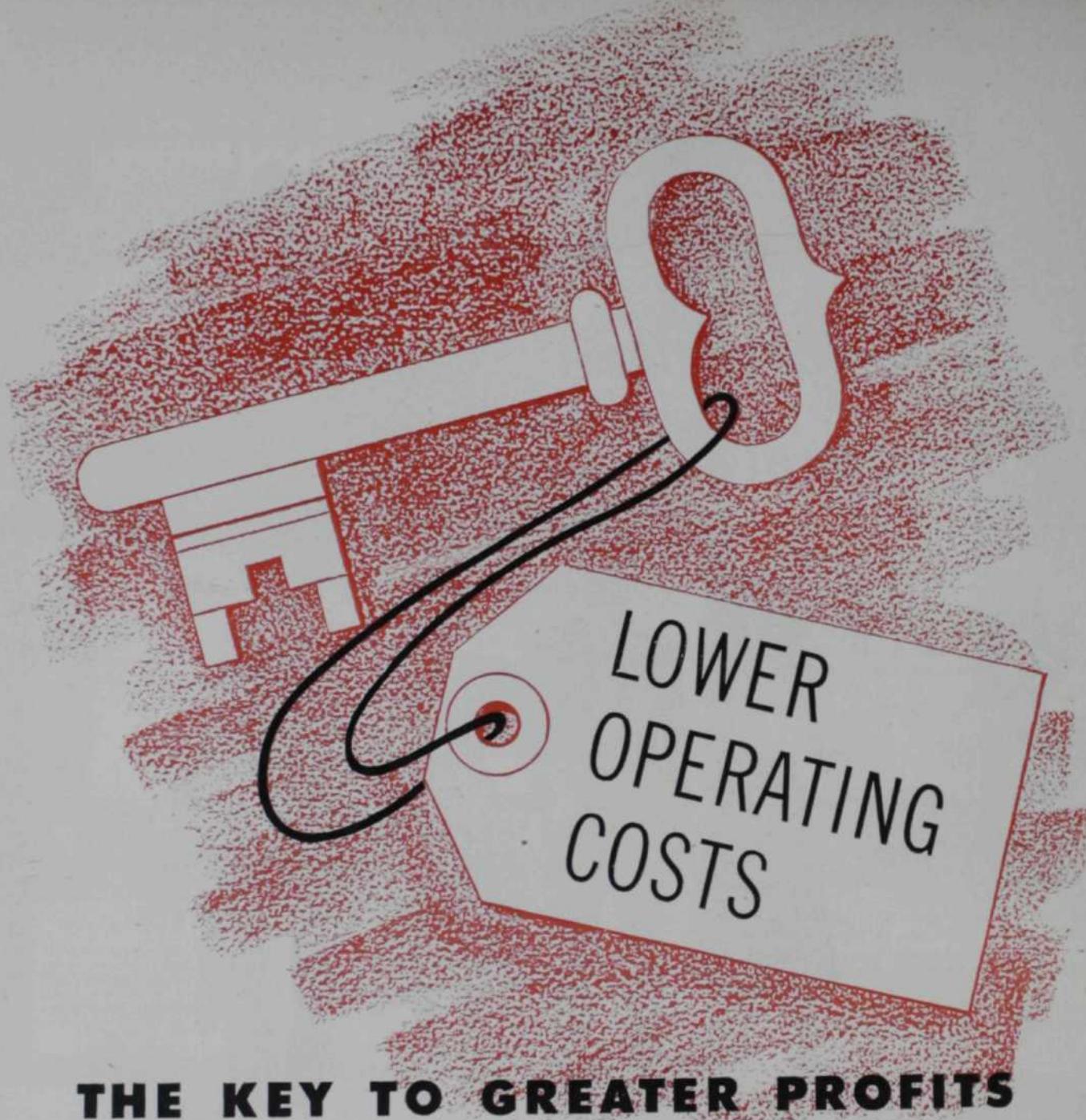
They are your friends and neighbors in the telephone business—home town folks who may live right next door or across the street. You'll find them in countless cities,

towns and rural areas throughout the United States. They are acquiring a stake in the business.

These men and women employees are part of the capitalists—hundreds of thousands of them from all walks of life—whose savings make it possible for America to have the finest telephone service in the world.

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Nation's Business



PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 36

SEPTEMBER, 1948

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LAWRENCE F. HURLEY—Editor

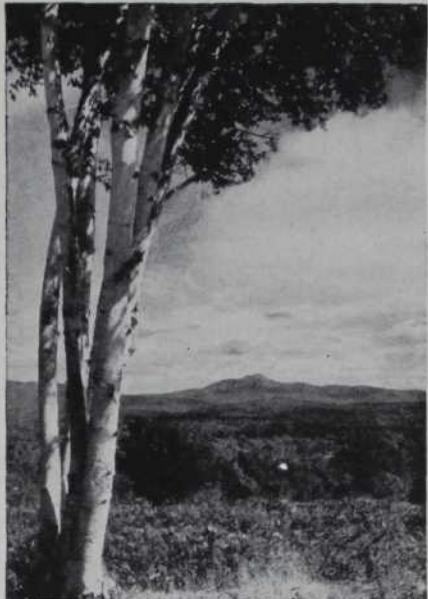
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Viewpoint for Successful Plant Location



New Hampshire

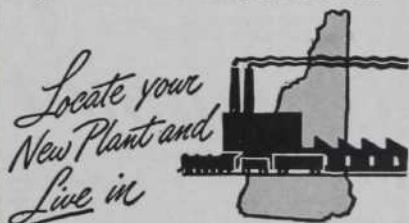
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Nearness to markets, fine transportation, low power rates, highways of year-round excellence . . . New Hampshire has them all . . . plus another advantage that will pay you dividends!

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About Our AUTHORS

AFTER ten long years of "desk-ing it" at several papers, including the New York *Herald Tribune*, **PHIL GUSTAFSON** decided one day to strike out on his own as a writer. As soon as he could pack his trunk, he was off for Europe, where he wrote a string of magazine articles and, in the process, got hooked up with the Swedish Government. Somehow this led Gustafson into the field of public relations, where he shortly became public relations manager of the Wright Aeronautical Corporation. It was in 1943, when he was brought into the Navy to plug its aviation program, that he got on the writing tangent again. This time he spent nearly two years working with magazines and doing pieces for them. After a start like that he decided he would stick to writing—and for keeps.

FOR the past 15 years—aside from time out as a war correspondent, **THOMAS R. HENRY** has been science editor of the Washington *Star* and the North American Newspaper Alliance. Perhaps the high point of his career came during the winter of 1946-47 when he went to Antarctica as a member of the Navy South Pole expedition. However,



HESSLER STUDIO

he is equally proud of the fact that in 1939 he broke the first story on the splitting of the uranium atom and its implications. Henry, a graduate of Clark University, is a former president of the National Association of Science Writers.

DURING the early days of the past war **S. BURTON HEATH**, reporter-at-large for the Newspaper Enterprise Association, visited Puerto Rico. He described the island as America's Caribbean poorhouse. Last April he returned. This time he brought back an entirely different story—one which he tells in "Bargain Day in the Antilles." Heath, who is no newcomer to NATION'S BUSINESS, has been a working newspaperman almost continuously since he started as an apprentice printer on the Bradford (Vermont) *Opinion* more than

30 years ago. In 1939 he won a Pulitzer Prize for investigations which led to the resignation and conviction of Judge Manton, Second Court of Appeals, New York. Heath is also the author of the book, "Yankee Reporter," published in 1940.

FOR the past 12 years **DONALD ROBINSON** has been a close observer of the national labor scene. Before the war he followed it as labor editor and political writer for a New York daily newspaper. During the conflict he viewed it from a somewhat different perch—as chief of the Army's Labor Service Branch which was charged with running the Army's vast labor morale program. It was while holding down this job that he came to know Edward McGrady intimately. In those days McGrady was a consultant to Under Secretary of War Patterson and in charge of the Army's labor policies. And it was to McGrady that Don took all his problems. Today, McGrady is at RCA and Don is freelancing, but Don still feels that his old boss was, and is, a newspaperman's dream—always ready to help out a reporter.



EXCEPT for several years in show business as an advance man for Douglas Fairbanks, **JOHN W. BALL** has been a newspaperman all his life. He began his career in what he calls "the best newspaper town in the country"—Chicago, later moved on to Cleveland and Des Moines. It was not until after World War II that he settled in the nation's capital—because he "felt it a mission to raise the standards of newspapering here." Ball's missionary notions, however serious they may be, undoubtedly hark back to the name—John Wesley—which his father, a Methodist minister, insisted that he bear. Just for the record, Ball is not a joiner—though he's no recluse. When he was a youngster he enlisted in the Army, and promised that if he ever got out he'd never join anything else—and he hasn't.

NB Notebook

Night accidents

AS THE days grow shorter, the traffic accident toll grows longer. The pedestrian as well as the motorist is less safe at night though traffic is only one-third what it is in daytime.

What lighting experts are trying to do is to make highways just as safe at night as in the daytime. The Committee on Street and Highway Lighting of the Illuminating Engineering Society maintains that this is economically feasible. Its recommendations have just been given the status of American Standard by the American Standards Association.

Preston S. Millar, a member of the committee and president of the Electrical Testing Laboratories, Inc., asks the pointed question: "Is it better to spend money for feasible prevention (of accidents) or a larger sum for cure (when fatalities do not place cure beyond feasibility)?"

Retail dilemma

LABOR DAY marks the end of the formal vacation season and it also ushers in the fall selling season in retail stores. For the first time since the war merchants are ready to agree that this will be a critical period for them on several counts.

For one thing, prices are high and, although the public seems to have plenty of spending money, customers are choosey. They can now be choosey because supplies are easier.

Retailers were well aware of this public state of mind last June when they started their fall buying. A year previous they staged a buyers' strike of their own which proved abortive as inflation took hold again. This year they put on what could be called a slow-down to apply the acid test to values. It succeeded to some degree in bringing out better merchandise and

more comfortable prices from manufacturers in the soft goods lines.

What retailers faced in their fall buying, however, was the twin problem of stocking too little or too much. They had to have goods to stay in business. They didn't want to have overheavy inventories in case of a sudden business downturn. The compromise was to insist upon shorter delivery dates—which rated as good judgment. But now the consumer votes on it all when she moves up to the sales counter!

Atom at work

THE COUNTRY is not to be studded at an early date with atomic power plants, which was a notion that figured in some pseudo-scientific forecasts earlier. The Atomic Energy Commission still insists in its latest report that no considerable portion of the present power supply of the world will be replaced by nuclear fuel within 20 years.

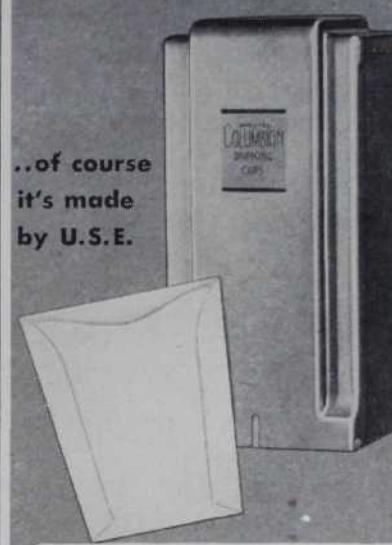
But what may exceed the most glowing forecasts in another direction are the results possible from isotope research. Chemicals are irradiated in atomic piles and used as "tracers" to see what happens in the human body, in metals and other materials. The Commission has supplied isotopes to more than 1,000 research and therapeutic projects.

For an appraisal of what this research may accomplish one turns to the foreword of the report which calls isotopes the "most useful new research tool since the invention of the microscope in the seventeenth century."

New Kathleen

A FEW weeks ago the most modern coal mine in the country reached full production. This is the New Kathleen mine of the Union Colliery Co. at Du Quoin, Ill. Its claim

Leader in the flat drinking cup field is COLUMBIAN



**UNITED STATES ENVELOPE CO.
Springfield 2, Mass.**

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LOCATED FROM COAST TO COAST

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**FREE TO EVERY MAN
WHO SEEKS SUCCESS**



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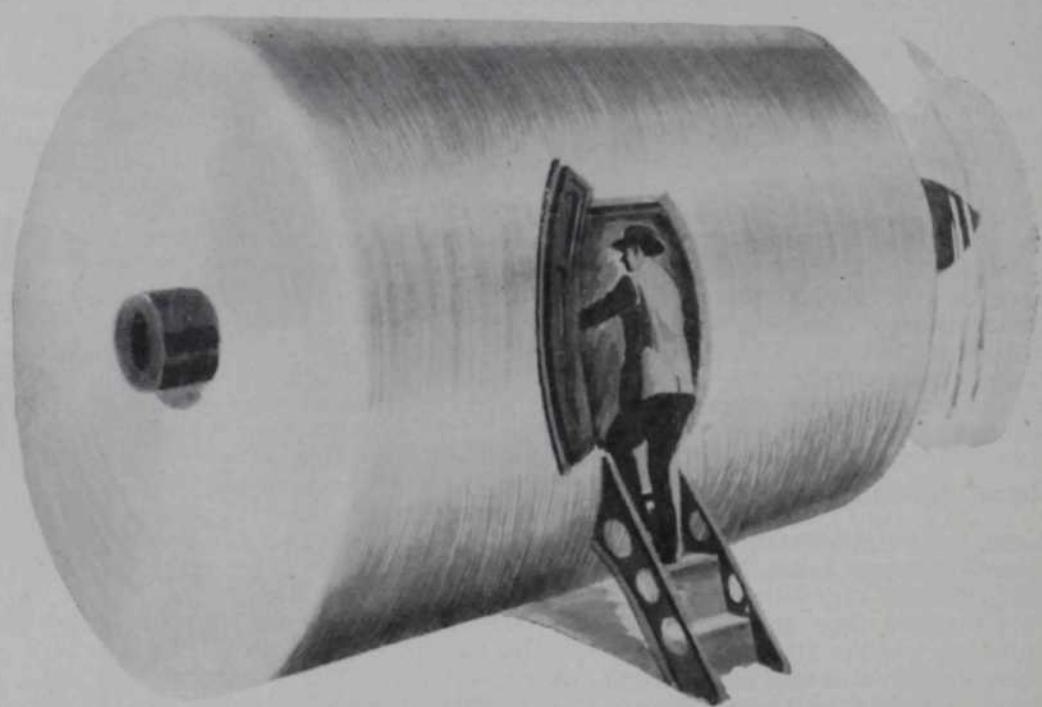
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How Far



Maker of Women's Wear Fabric

Can You Travel on Rayon?

Today, the fast plane takes man swiftly to far destinations. But many men—men of imagination and vigor—are speeding into space on yet another vehicle. It isn't as swift as a plane, but it will carry farther. It is rayon.

A plane, no matter how swift, can go only so far. No one knows how far rayon will go. For rayon is an idea—and an idea has no bounds.

Man is constantly acquiring new mastery of the rayon fiber. He learned to control its sheen. Today, the lustre of rayon can be made anything desired—from dull to bright.

Man learned to control the physical nature of this wondrous fiber—its length, its breadth.

Man discovered a color control for rayon that humbles the imagination—a method whereby cer-

tain fibers accept dye and others reject it. It is the chemical miracle of piece-dyeing.

Man conceived ways to blend rayon with various other fibers, blazing an endless trail to new fabric blends.

With each conquest of this man-made fiber, another channel of uses for rayon fabrics was created. Today, rayon touches the life of every man, woman, and child in America every day. Last year alone, this country produced over 950,000,000 pounds of rayon—almost 7 pounds for every person.

Yet, rayon's true greatness lies ahead, for the conquest of rayon goes on. As one of the world's first and largest rayon weavers, Burlington Mills sees evidence of it in its own laboratories. And since these new conquests mean new uses, Burlington Mills can safely say that the men who travel on rayon will travel far—very, very far.

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“Woven into the Life of America”

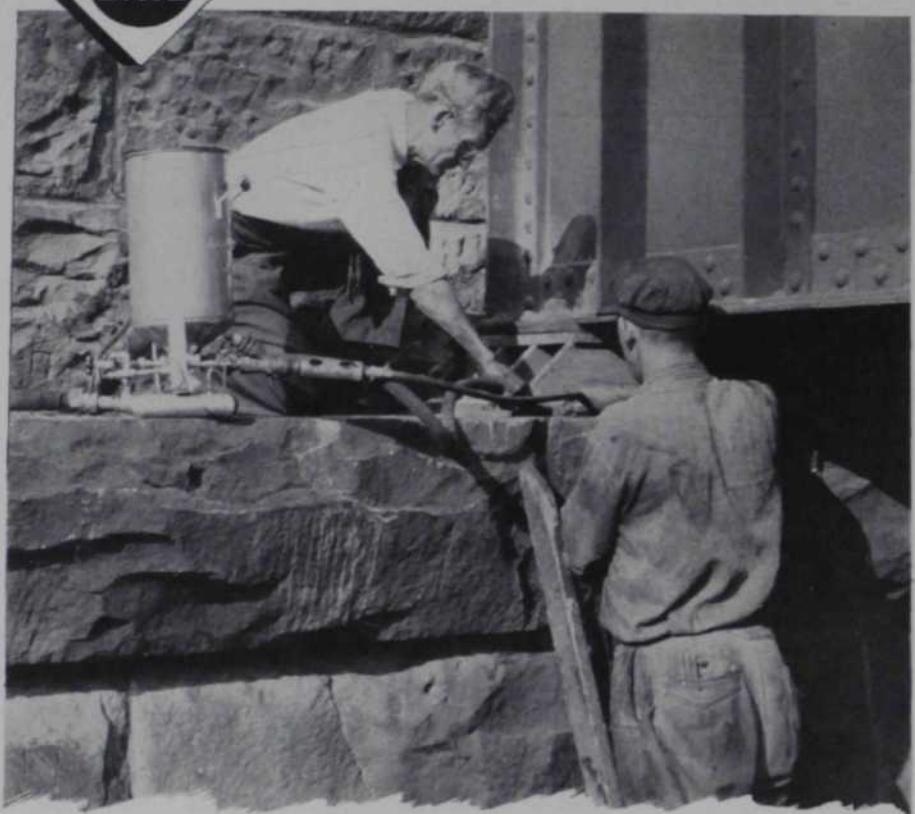


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How to Fill a Bridgework Cavity

CONSTANT movement of heavy loads causes bridge pedestals to wear uneven depressions in supporting abutments. When this happens, the cavity must be filled.

Erie bridge engineers have developed a new high-pressure apparatus to inject iron oxide into the bridge seat. This fills in the worn place . . . makes a firm, durable bond between stone and metal.

This operation is carried out without need for closing the bridge or interfering with train movements.

It is typical of modern maintenance methods used by the Erie to supply safe, dependable service.

By a continuous program of research, through use of every means known to *progressive railroading*, the Erie seeks new ways to provide ever improving transportation for passengers and freight shippers.

Erie Railroad

Serving the Heart of Industrial America



to No. 1 ranking is put forward by Hewitt-Robins, Inc., which built the belt conveyors for the operation which is known as the mine where "the coal rides on rubber."

Coal prices are up, to be sure, but mechanization has certainly saved them from being prohibitive. Thus, 400,000 miners in this country produce about three times the tonnage that 710,000 miners in England are able to turn out. Output per man day is 5.8 tons as against 1.2 in Britain and the labor cost per ton is \$3.31 against \$6.45.

Business navigation

AS SALES competition intensifies, one of the necessary weapons is market knowledge. The sales manager of a big manufacturing company is like a ship's captain. He must know where he is going and his charts should tell him where the channels of good sales run deep and broad, and where shallow volume and rocks are to be expected.

There has been delay in bringing these charts up to date but Congress finally authorized a census of nonmanufacturing business for next year. The census of manufactures for 1947 is being completed this year.

To straighten out the business census muddle, data on manufacturers and trade will be taken every five years starting in 1953. Previously manufacturers had to answer the questionnaires every two years and the trade and service surveys were made every ten years.

The census schedule now shapes up this way for years ending with the designated numeral: 0, population, income and housing; 3 and 8, manufacturing, trade, minerals and transportation; 4 and 9, agriculture; and 2, religious bodies.

War supply

INDUSTRY had high hopes when the armed services were merged that there would be far less of the red tape and confusion which caused so much delay and waste in the last war. The Army would not compete with the Navy and the Air Force in procurement. Specifications would be straightened out so the same product need not be supplied in three special styles to meet unessential preferences.

The industry-military procurement plan finally published by the Munitions Board apparently has not registered the improvement expected because there is still no centralized procurement. Criticism has not come from industry alone. W. Stuart Symington, Secretary of the Air Force, recently tore up a

canned speech and lit into the "bickering and jockeying for position" of the three services. He contended that at present there was "duplication and triplication in such operations as warehousing, procurement, supply and training."

Some industrialists keep saying that the business side of war supply ought to be placed entirely in the hands of civilian experts and run on approved business lines. The services would decide what they required and it would be up to the experts to see that it was provided with the usual private techniques applied to purchasing, storing and inventory control.

Bands

SCHOOLS start up this month and so do the school bands—some 20,000 of them. Members of the National Association of Music Merchants were told recently how this all started some 42 years ago in Connersville, Ind.

W. Otto Miessner, who now heads the Miessner Institute of Music in Chicago, was a teacher in the Hoosier town. He came across three school rowdies who had been expelled, listening to a corner minstrel show. They didn't want to study music, they just wanted to play instruments, it seemed.

He promised the instruments and these boys were members of the first group-trained school band.

Biggest

THE National Industrial Conference Board has fixed up its list of the 50 biggest manufacturing corporations as shown by complete 1946 reports.

In total assets the first ten with the millions in parentheses were: United States Steel (\$2,003.5); General Motors (\$1,982.7); Du Pont (\$1,053.5); General Electric (\$909.8); Ford Motor, (\$880.0); Bethlehem Steel (\$867.7); International Harvester (\$560.0); American Tobacco (\$552.5); Westinghouse Electric (\$498.5); and Western Electric (\$472.3).

In order of sales, General Motors topped the list with \$1,962,500,000, followed by Big Steel with \$1,485,700,000. Two packing companies, Swift with \$1,308,400,000 and Armour with \$1,183,500,000, came ahead of General Electric which was just under the billion mark.

The biggest retail business is Sears, Roebuck & Co., whose sales this year will go well over \$2,000,000,000. The biggest service

The Brass Monkey Melted...

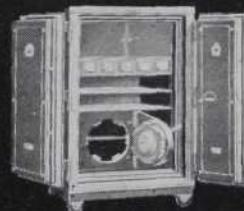


**but my papers stayed cool
and I stayed calm...
and collected!**

"That little melted monkey opened *my* eyes.
How fast an office fire can start and how *hot* it
can get!


"It made me realize the importance of my
records—and my safe. Imagine what
it would be like to try and do busi-
ness without accounts receivable,
tax records, deeds and contracts
... and inventory records, needed to collect
fire insurance. Think it over—what would *you* do?

"Thank heavens, I traded in my old,
obsolete heavy walled model for a modern
Mosler "A" label safe . . . it kept me in business!"



4 out of 10 firms never reopen after losing their
records by fire. That's why you can't afford
any less than the best safe you can buy. For
years, the world's finest safes and vaults have
been Mosler. Ask your own banker.
Mosler is the builder of the famous U.S.
gold storage vault doors at Fort Knox, Ky.



There's a Mosler safe to suit your needs exactly—and every
Mosler safe is *dependable*. All carry the label of the Underwriters'
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American Credit insures your business against unforeseeable events that can turn good credit risks into bad debt losses. That's why manufacturers and wholesalers throughout the country . . . in over 150 lines of business . . . now have

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Pound: pro and con

FOREIGN exchange was a highly technical subject even in the days of the gold standard. Today with financial controls, it is wrapped in mysteries which often confuse even the experts.

Since some \$18,000,000,000 of our annual business is involved in foreign trade, some attempt has to be made, of course, to calculate money prospects and particularly those having to do with the British pound. Sterling has been selling at \$4.03 since early in 1940, though the so-called "smuggling rate" has been as low as \$2.20.

From time to time rumors of British devaluation have been officially denied and the best guess of trade experts here is that it does not appear to be close. The reasoning goes this way: As long as a sellers' market prevails in international commerce Britain can keep selling her exports. If she were to devalue, her imports would cost more, her wages would go up and export prices would be raised.

270 years old

THERE is no offer of a television set, an airplane, and other sundry booty for the correct answer to this question. But which is the oldest continuous business enterprise in these United States?

A good claim to that distinction is advanced for Pratt's village smithy at Essex, Conn. It was started in 1678 and is being carried on by Edwin B. Pratt of the ninth generation. The smithy now specializes in antique reproductions in iron.

Steaks and chops

MEAT ought to be in easier supply from now on if the traditional pattern holds good. Ordinarily cattle slaughter runs about six per cent higher in the second half of the year, with 53 as against 47 per cent.

The Tanners' Council keeps a sharp eye on these figures, of course, and observes that there may even be a larger increase this year because of the packing house strike earlier.

"Good range conditions and the possibility of lower feed prices resulting from bumper crops," the Council explains, "may affect the timing of the flow of livestock to market but they may also result in a larger slaughter."

► BOOM-OR-BUST forecasters watch rising price barometer, ponder this question: When will public blow its top on prices?

Many economists view housewife protests against meat costs as possible tip-off.

One thing's sure: Squeeze (mostly on distributors) between costs and prices is tightening.

Take rayon, for example. One big producer has just paid another wage hike—16 cents an hour this time.

So cost rises. So does price, as sellers try to pass it along. But somewhere along the price line is point where public resistance slows—or stops—sales.

At that point the distributor with products on his hands is stuck.

► NOW TAKE A SQUINT at prices from another angle.

Adjust today's prices to today's dollars. If you lay out \$30 a day for a hotel room (or for anything else) actually you're paying only \$18.90 in prewar dollars:

That's because the 100 cent dollar is gone, probably forever. In its place is a 63 cent dollar, according to BLS figures.

Try applying that scale to your own prices, your net worth.

► ECONOMICS LESSON: Shake up a bottle of milk. Cream mixes, disappears. Let it set. Cream comes back on top. That's traditional relationship.

Same with prices. When they're stirred up normal relationship disappears. But eventually some will top others in terms of exchange.

Economists call today's situation distorted prices. That's where recession-depression worry starts.

Say 1939 was a traditional year. And prices were historically related to each other. Where are we now? This is what BAE and BLS figures show:

	1939	Now
Farm Prices	100	281
Prices Farmers Pay	100	196
Factory Labor	100	226
Retail Food	100	214
Construction Costs	100	190
Stock Prices	100	126
Rents	100	116
Textiles	100	222
Fuels	100	177

Farm parity prices are based on 1909-14 averages.

How distorted is your field? Are your customers, trade area, supplies, way out of line? When price bottle finally comes to rest, will yours go up or down?

MANAGEMENT'S Washington LETTER

► IF YOU DO much business in farm areas, might be good idea to take new look at its future.

Next decade should see farm market slump for overalls, improve for autos. Present trend is toward more farm machinery, fewer farmers, larger individual farm incomes.

Trend points to decline in next 20 years of about 4,000,000 in today's 28,000,000 farm population.

► NUMBER OF SMALLER retail charge accounts expected to rise under forthcoming new Federal Reserve credit controls.

That's because credit terms for more expensive instalment items (like autos) will be stiffened.

Outlook is for more persons to open charge accounts—which won't be curbed much—and use them more. This would give them more funds to meet higher down payments, shortened payoff periods on other instalment purchases.

► CONSUMER CREDIT LAGS well behind rise in disposable (after taxes) income.

Credit-income ratio still more than 30 per cent under 1935-41 average. Outstanding consumer credit is 90 per cent over that average. But disposable income is up 160 per cent.

► PRESIDENT TRUMAN'S latest economic report points warningly to a possible trend among corporations with assets under \$250,000.

It notes their profits on sales after taxes are declining, while those of larger corporations continue upward. Actually government economists aren't sure it's a trend, don't know for sure what to make of it.

Profits of smaller corporations dipped from a 3.9 per cent 1947 average to 2 per cent in first quarter of 1948.

But they were 1 per cent in last quarter of 1947, having dipped from 5 per cent in third quarter, 5.1 in second, 4.7 in first. The 1948 first quarter recovery confuses economists.

They say smaller corporations usually feel last-quarter slump from inventory and tax estimate readjustments. Also, many smaller corporations can't match big brothers in operating efficiency.

Whatever is explanation, there's sharp contrast in profits trends of firms un-

MANAGEMENT'S *Washington* LETTER

der \$250,000 with those over \$100,000,-
000.

Latter's percentage rose to 7.5 in final 1947 quarter from 6.8 in previous quarter, then hiked to 8.7 in first 1948 quarter.

► NEW AIRLINE MERGERS will result from financial plight that brings on government inquiry.

Merger is historic transportation industry trend. There are numerous examples in U.S. shipping, railroading, bus lines. But only after each outgrew rugged individualism that built it.

That's case with airlines today. This is cited as one reason for flop of Capital's merger plans a couple of years ago that hoped to join with one or all of Northeast, Northwest, Delta, National.

Now postwar financial plight is forcing air executives to consider less individualism, more economy through mergers. New deal between National and Delta may be tip-off on things to come.

► REMEMBER THIS when considering industrial plant locations in the light of possible atomic bomb attacks:

With an enemy (as with us) atomic bombs would be extremely expensive weapon. Also, it's very expensive, risky business flying them to targets. So they won't be sown haphazardly in any new war.

National Security Resources Board says most locations near cities of 50,000 population or less can be considered pretty safe.

That's unless the industrial target should be large, important layout, such as a steel mill. Or smaller strategic one, such as ball bearing factory.

► IF YOUR BUSINESS—like many—is affected by industrial switch from delivered to f.o.b. pricing you may be able to cut some freight costs.

One big auto manufacturer is doing this after checking freight routes over which materials used in its plants are shipped. It discovered considerable money-wasting cross-hauling both in freight received and shipments to branches.

Now it's saving dollars by decentralizing purchasing, revising shipping routes to branches.

► ONE IMPORTANT RESULT of GI education program will be more people making more money.

Latest Census Bureau figures show: Majority of people who completed only elementary school earned under \$1,806 between ages 25-44. They got less than \$2,097 from 45-64.

Majority of high school graduates earned over \$2,005 from 25-44, over \$2,437 from 45-64.

But majority of those with one or more years of college (group GI bill is enlarging) got over \$2,403 in earlier age group, \$2,945 in later one.

► IN NOT TOO DISTANT future your business will be rare one if it doesn't include some sort of employee benefits.

They're spreading fast.

Today 1,250,000 workers are covered by some type of health-benefit plans negotiated by companies and unions. That's up from 600,000 in 1945.

Health, welfare, retirement benefit plans of all types now cover 3,000,000 workers. They exist in 100 national or international unions.

More workers, unions become interested in these benefits as they see wage boosts gobbled up by rising living costs.

Trend is to liberalize, increase number of benefits.

► OBJECTIONS ARE BEING HEARD from some unions to type of wage hike agreement negotiated at General Motors.

It ties pay raises to living costs as reflected by consumer index. Some union heads say hitch is that index doesn't take into account some factors, such as housing costs, that affect workers' living expenses.

► THERE'S TALK NOW of total employment nearing 65,000,000 in U.S. next year under impetus of defense program.

It's nearly 62,000,000 now.

But if there are to be that many additions to payrolls, proportionately upping buying power, living costs cannot be expected to drop.

► OUTLOOK is for higher prices on top grades of Far Eastern natural rubber in 1949. Reasons:

Communist-inspired disorders in Far East affect output. Malayan situation appears to be in hand again but will take months for return to normalcy.

Russia is suddenly buying heavily. Her take from Malaya this year may hit 150,000 tons. That's not big compared to U.S. purchases but hitch is Russia is buying scarcer top grades.

U.S. officials refuse to buy "off-

grades" of rubber for stockpiling, which in some cases would be satisfactory.

Probable results: price hike as supply tightens, use of more domestic synthetic rubber, change in Rubber Act's provisions on mandatory synthetic use to up its consumption.

► DON'T BE SURPRISED if long-standing good will between farmers, industrial workers shows signs of crumbling soon.

If it does, mark it up to Government's support of prices for farm products.

Here's why: This year's tax cut has made labor more tax conscious.

While his wife struggles in expensive market place, worker gets wise to fact that his tax money helps pay farm support prices. It's his guarantee against much reduction in food costs.

He's facing fact that his tax dollar can help keep up the high costs he's mad about.

Complaints are heard in union halls, at factory gates. Congressmen hear from union heads. This will make oratory if nothing else in next Congress.

► CONGRESSMEN ALSO have not heard the last of the housing situation.

There's much dissatisfaction with bill produced by extra congressional session. Public housing advocates decry its lack of provision for such housing.

Some private housing interests don't like way it increases available home financing credit.

They fear some builders may be priced out of current juicy market.

There's only so much of construction materials available. So it's argued that, if new demand brings price pinch, some builders are bound to get hurt.

Another forecast is that such a situation would result in more higher-priced housing, less in low-cost ranges, if materials prices climb.

► IT'S BEING REMEMBERED in Albany that a federal budget is government policy expressed in terms of money.

If Mr. Dewey is next President, he'll have to operate first six months on Mr. Truman's budget—until new fiscal year starts July 1, 1949.

There's nothing to be done about that—an unhappy thought in many G.O.P. minds. Actually, though, Dewey, if elected, won't worry much about the budget until he's studied the Hoover Commission's report on federal agency efficiency. It's due the early part of next year.

► IMPROVED REAL ESTATE investments are coming in many smaller cities.

MANAGEMENT'S *Washington* LETTER

It's due largely to acceleration of large industry's decentralization. Management finds size itself a handicap in many cases, is branching out.

Most recent figures show that in past two years three fourths of new plants have been built in cities under 500,000 population.

Nearly half of them went up in towns under 50,000.

This will increase trade in those cities, add to stability of real estate investments. This is especially true of business sites.

They're traditionally more stable in smaller communities. Shopping centers don't shift as fast in small cities. There usually is an outlying trade radius from which to draw.

► BUSINESS CONDITION is relative matter.

It's better or worse depending on how many people have how much money to spend.

But ratio is fairly constant.

Today retail sales keep about same position relative to disposable income as in two decades before World War II, National Industrial Conference Board finds.

People are spending lower portion of incomes for consumption this year than in previous peacetime years.

By end of 1948 individuals will have paid nearly \$125,000,000,000 in personal taxes since beginning of World War II.

Last year they paid more in taxes than they spent all told on homes, cars, furniture, religious and charitable donations, private education, medical care, funerals.

► BRIEFS: New west coast self-service gas stations are running into fire hazard snag....Increase of business mergers follows typical postwar pattern, is heaviest in food, beverage, textile, apparel, chemical industries....New synthetic tires with 30 per cent better treads worry manufacturers because treads may outwear sidewalls....Plastics industry expected to expand 50 per cent this year....Newest feature being mentioned for collective bargaining contracts is clause stating strike conduct rules....Treasury wonders whether \$9 a gallon alcohol tax will encourage moonshiners when liquor prices drop.

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TRENDS



OF NATION'S BUSINESS

The State of the Nation

THE current Communist slogan, solemnly parroted by Henry Wallace and his followers, is that no difference of principle separates the two major political parties. The distinction between Republicans and Democrats, it is charged, is unreal. For that reason, so runs the argument, there is urgent need for a powerful third party dedicated to—something which the Communists are careful not to make clear.

Thus Comrade William Z. Foster, national chairman of the American Communist Party, seeks to explain simultaneously why the self-styled Progressive party is needed, and why the Communists have decided to support it, instead of making a separate campaign this year. The mental acrobatics are not difficult to follow, for one who is familiar with the Marxist technique of making black seem white.

Reduced to its elements, the argument of the Communists for Henry Wallace is a simple syllogism: (a) Wallace, though not personally a Communist, is opposed to the political parties which uphold freedom of enterprise. (b) Freedom of enterprise must be abolished before communism can triumph. (c) Therefore, the intelligent strategy for American communism *at present* is to rally behind the new Progressive party. If it should triumph, nobody would later be thrown to the Soviet wolves more quickly than the amiable Wallace.

Once this seemingly subtle—but really very simple—technique is understood, then the present political tactics of communism become clear

to any high school intelligence. It becomes obvious, for instance, why Comrade Foster, in glorifying the Progressive party, asserts that the Republican and Democratic parties:

“are both dominated by Wall Street; their candidates and platforms were dictated by big business, and both are committed to American imperialism’s policy of world conquest.”

• • •

If it can be demonstrated that the two old parties are like Tweedledum and Tweedledee, then unquestionably it does follow that the time is ripe for a third party. It would not follow that this third party should be Communist-controlled. But Comrade Foster and his energetic co-workers are hopeful that this flaw in the reasoning will not be detected. They know very well that training in logic is not the strongest part of the American educational system.

Unfortunately, moreover, there is just enough truth in the Communist argument to make it effective among many to whom emotional impulses come more easily than careful thinking. It is true that the difference of principle separating the Democratic and Republican parties has tended to become less pronounced. Because that much is true it becomes possible for the Communists to make the absurd charge that “both are dominated by Wall Street.”

Wall Street—meaning what used to be the financial center of American capitalism—today has far less influence on our politics than is in-



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directly exerted by the Federal Reserve system. Wall Street today certainly puts far less pressure on Republicans or Democrats than the Kremlin does on the Communists in our midst. Nevertheless, Comrade Foster has something when he charges that it is often impossible for the voter to detect any fundamental issue of principle dividing Republicans and Democrats. Our defense against communism will be stronger if we frankly recognize that situation, and then proceed to remedy it.

The underlying and historic distinction between American political parties is both clear and natural. There is no mystery about it. The division followed inevitably from the character of our Government, and from the provisions of our Constitution.

This Constitution established a federal republic, correctly entitled the United States. Our Government was not, and is not, designed as a united state, but as *the* United States, containing today 48 relatively self-governing components. In physical size these states may differ as do Rhode Island and Texas. In population they may be as disparate as New York and Nevada. But in their right to run their domestic affairs, and to have two spokesmen each in the Senate of the United States, these "sovereign states" are all exactly equal.

And in the Tenth Amendment to the Constitution we read specifically—what the original Organic Law adopted in Philadelphia in 1787 throughout strongly implies—that:

"The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people."

Both the two-party system, and the essential character of those two parties, were actually determined at the moment when the Constitution of the United States became effective with the ratification of New Hampshire, as the ninth state to approve—on June 21, 1788. Under our federal form of government one political party then arose to represent those who favored strengthening central government at the expense of the states; the other party came into being to represent those who favored local self-government at the expense of centralized power.

The names of the parties may change, and with or without a change of name they may actually reverse their respective positions. But the choice of a federal form of government made it certain that, for as long as the federal republic shall endure, its underlying political issue will always be centralized versus decentralized political power.

During recent years, however, the forces of centralization, helped by the concentration of

power which war necessitates, have made enormous headway. The denial of States' Rights, leading to the defection of many southern Democrats, was the historic accomplishment of this year's Democratic convention. This followed logically from the strongly centralizing policy of former President Roosevelt. But it was none the less a sharp break with the past when the Democratic party, for the first time in its history, refused to include in its platform the Home Rule pledge which heretofore had always found place there.



OF NATION'S BUSINESS

The fact that there is no advocacy of States' Rights in the Republican platform is less surprising. For the G. O. P. has traditionally favored a strong central government, concentrating its opposition to socialism on economic rather than on political grounds. The startling result of the New Deal run around left end, however, is that, in what is still nominally a federal republic, we no longer have any political party pledged to resist the encroachment of central on local government. The vital significance of the "Dixiecrat" Thurmond-Wright ticket is that it recognizes this political anomaly, and seeks to meet it.

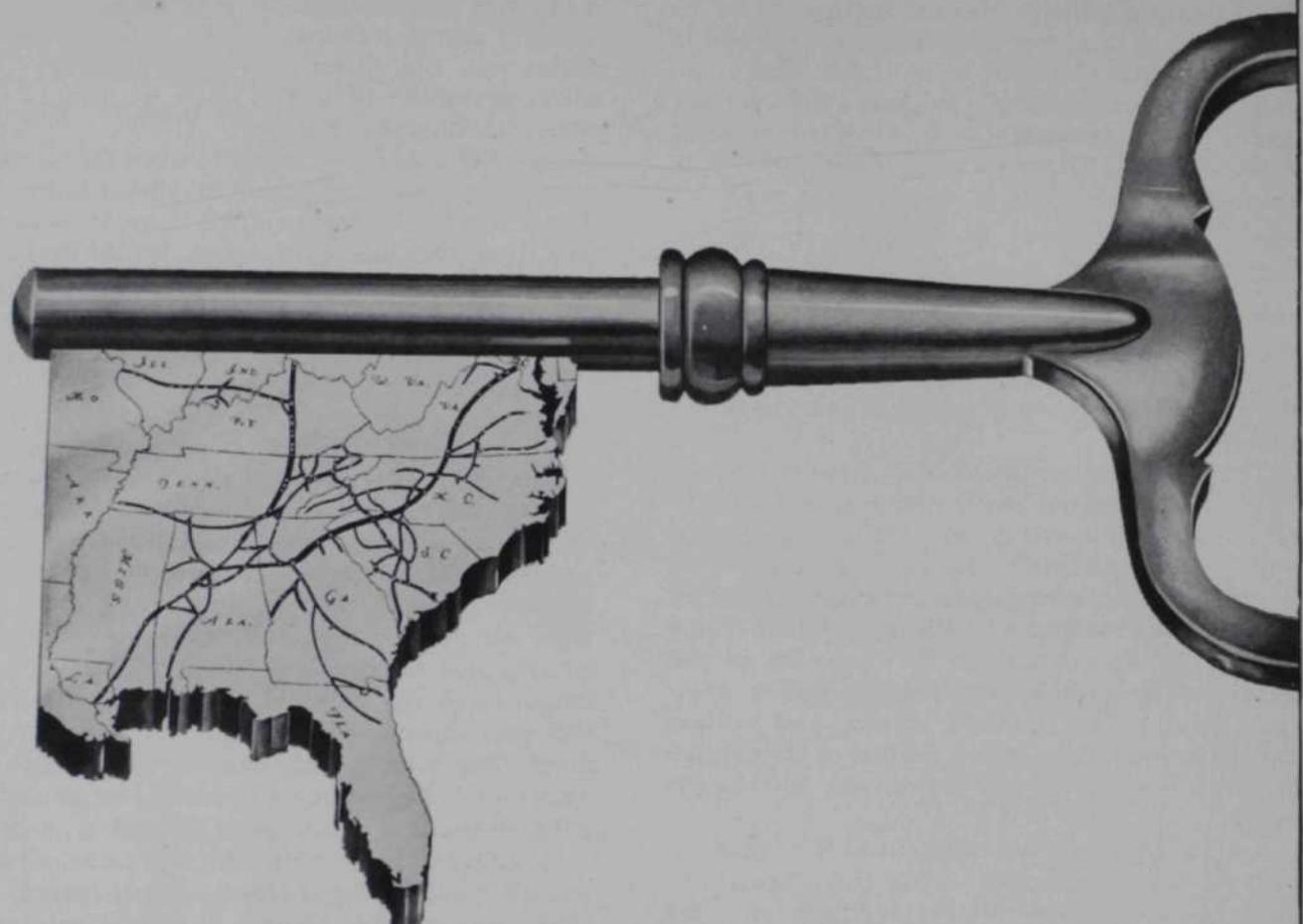
It follows that unless the Republican party takes a much stronger stand against federal subsidies and controls than it has done heretofore, and unless this stand is avowedly taken on grounds of principle, there will continue to be substance in the charge that no real issue of principle divides the two old parties. That will be true, though untrue for the reasons which the Communists advance.

At the close of the recent Special Session, President Truman characterized its record as: "Do Nothing." This was a legitimate attack. But there is an obvious retort that it may be admirable, not shameful, to do nothing more in behalf of centralized federal power.

It cannot be taken for granted that national welfare is automatically improved by the establishment of more governmental bureaus.

Our federal system implies one party favorable to, and one opposed to, centralization. President Truman has taken his stand as centralizer. Even though displeasurable to "Big Business" the G. O. P. will be forced to advocate decentralization as a result. The Communists—though unintentionally—are showing us how our politics will reshape themselves as soon as a measure of political stability returns to the world. The fundamental question is whether the strength of America focusses in its Government, or in its people.

—FELIX MORLEY



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President



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The Month's Business Highlights

BUSINESS worries are confined largely to the long term. Nothing now discernible on the horizon threatens to end the high level of prosperity. In addition to the stimulation springing from the prospect that demand for goods will continue strong in the months ahead, business is encouraged by the political outlook for a party that has been friendly in the past and by the growing feeling that war is likely to be avoided.

Undue emphasis is being placed on living costs in the political campaign. No one disputes that they are high, but sight is being lost of the forces that are operating to bring them down. An abundance of food is assured by bumper crops. Many manufactured articles are now plentifully available.

Market forces themselves are offering the most effective arguments against the imposition of controls. The clamor about the cost of living is worrying politicians however. They are concerned chiefly with short-run developments. Even the opportunists recognize that it would be bad timing to clamp on controls when inflation may be near its peak. They want to be connected in no way with action that later might be blamed for touching off a depression.

Only a few times previously has a foreign situation had as much influence on domestic business. Officials who know most about Russia have consistently held the opinion that Soviet authorities are as eager to avoid a shooting war as is the United States. Most of the Soviet military program deals with defense. Little interest is being shown in the type of equipment that would be needed to overrun western Europe. Even the Politburo seems obsessed with the belief that it is threatened by aggression, or the worry may be the danger of revolution within Russia.

The Kremlin doubtless has a vague plan which embraces world conquest, but that is a dream of the dim and distant future. The trouble in Yugoslavia, the unrest in Czechoslovakia, the Finnish elections, and the failure of fifth columns in Italy and France constitute proof that Russia already has overextended itself. All this, plus evidence of restlessness within the Soviet Union and elsewhere behind the iron curtain, are encouraging to western Europe. The growing conviction that difficulties with Russia may be worked out short of war is one reason why recovery here and abroad is progressing more rapidly than was anticipated.



It is coming to be recognized that one of the objectives of the Kremlin's war of nerves is to goad the United States into more military expenditures and thus increase the inflationary danger. This is regarded as the most effective phase of Soviet policy. The military program in the United States makes demands that contribute heavily to inflation.

Developments in Russia may move rapidly in the near future. The point has been reached where the Kremlin must decide whether it will continue to rely on fifth column methods to spread its doctrines, or whether it will resort to force. Counsel in the Politburo is divided. If the less belligerent faction wins out, as most of the authorities expect, it will, among other things, allow the military establishment to ease up on its demands for scarce materials.

* * *

More stringent policies with regard to the extension of credit also have taken some pressure off goods, materials, and manpower. Credit control is of utmost importance when it is impossible to increase production rapidly. Discussion of inflation before the banking and currency committees of the Senate and of the House of Representatives brought out that, while it is useful to give the Federal Reserve additional authority, a greater need is the more courageous use of powers which have been long in existence. An impressive case was made by those who believe the inflationary danger surpasses the need for keeping government bonds at par. It was made clear that credit cannot be controlled unless there is willingness to incur the risk that those bonds will go below par. The Federal Reserve has enough securities in its portfolio to reduce bank reserves as it desires. Stand-by powers may be useful, but they are not the heart of the matter.

Power over reserve requirements is not imperative when the Reserve banks have ample government securities to absorb bank reserves. The question all along has been: which is the more important, bonds at par or prevention of inflation? The real trouble is that inflation has gone so far that to do anything about it will be painful to farmers, labor, business men, and industrialists. But they will be hurt more if inflation goes farther.

In testifying before the House Banking and



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Currency committee, neither Governor Eccles nor Chairman McCabe made a good showing in analyzing their powers or their responsibilities. Much of the blame for inflation and the subsequent deflation inevitably will be laid at the door of the Federal Reserve. It would be better if the central bank were less deserving of blame. Eccles did not explain what kept him from doing what he said needed to be done.

The Council of Economic Advisers evidently believes the inflation can be checked by credit restrictions because they go on record saying: "The spiraling increase in prices and wages can continue only so long as business can replenish its working capital from bank credit or through the conversion of liquid assets."

Direct controls of prices, wages and profits are not effective without complete regimentation of the economy. Since that is not feasible, the advisers, who present an amazing amount of information but who are chary in suggesting what ought to be done, apparently believe credit control is the only weapon left.

The advisers seem to have lost faith in the voluntary methods they have been advocating because such policies require simultaneous action by workers, business men and consumers. It is difficult to get cooperation when those who do not comply reap substantial rewards. Efforts to deal with inflation have been halting and for the most part ineffectual.

It takes courage for public officials to hurt large numbers of voters even when the action taken is for the ultimate good of all.

At no time since the war have the prospects for manufacturing production been brighter. The nation's factories should be in a position during the last quarter of the year to operate to the very limit of capacity and manpower. Supplies of materials will be larger than had been estimated. The number of workers out on strike promises to be low.

The quality of the labor force is gradually improving. The improvement is greater than the figures indicate because a constant flow of materials could not be maintained in all industries. When manpower is short and when management is under no competitive pressure it is difficult to increase man-hour efficiency. Any tightening of the situation would be followed by a better showing. Higher wages have encouraged the installation of better machinery. That fact makes possible much greater efficiency if the less productive workers become apprehensive about their jobs. Indirect labor is 50 per cent of the total. Were a squeeze to start, management would find it possible to operate with less personnel on the overhead side.

Under present conditions, however, greater

promise lies in increasing productivity in Europe. More room for improvement exists. Man-hour productivity is two and one-half times less than in the United States. If a 50 per cent improvement can be brought about—and it is believed possible—the load on ECA can be greatly reduced.



OF NATION'S BUSINESS

Here is what authorities think on several current business matters:

Developments point to continued heavy demand for business loans from banks.

In attempting to control inflation care must be exercised so that the cure does not bring on a reaction worse than the disease. Vigorous, yet flexible, anti-inflation policies should help our economy to come into balance at a higher level of activity than the country ever has enjoyed in peacetime.

If the budget can be kept in balance, and if we succeed in avoiding credit inflation through a combination of limited credit controls and voluntary banker cooperation to restrain loan expansion, inflation can be fought to a standstill. It cannot be done overnight. It cannot be done without painful shifts in price-relationships. But the reimposition of direct controls would only defer those shifts and make them more painful.

By prewar standards volume of consumer credit, including mortgages, remains low relative to disposable income or gross national product, but purchasing power is much too great when the supply of goods against which it is directed is considered.

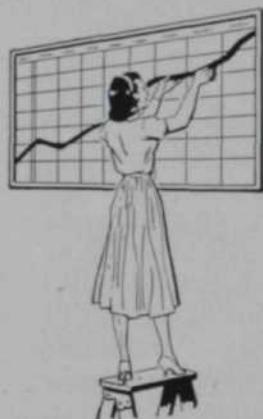
As American farmers are ready to buy the entire output of agricultural machinery, whatever portion is sent abroad will be at the expense of domestic demand. However, the amounts to be shipped under ECA probably are not large enough to affect seriously the output of farm products.

The increasing preference for plant sites located in smaller towns has received a boost from the plea of the National Security Resources Board for geographical dispersion of plants. Special studies are being made of decentralization possibilities in particular industries.

Henry Wallace has provided an outlet for a lot of pent-up frustrations. The white malcontents in the South have broken away to the right. The Negro malcontents have broken away to the left. Possibly there should be a fifth party for the monetary malcontents. There are enough of them to start a party.

—PAUL WOOTON

She's Raising Office Costs With Her Bare Hands



Bare hands? Yes . . . hands that lack the proper equipment, the right tools, to get work done efficiently. It's a situation that would not be tolerated for a minute in the factory, yet is all too familiar in the office. Result: steadily mounting costs, excessive overtime, the hiring of temporary help.

Any business can meet this problem by providing office workers with the right machines for their jobs. At one desk, a simple adding machine may be required; at another, a

calculator; at still another, a bookkeeping or billing machine. *Whatever the need*, it must be met for office efficiency—just as surely as factory workers must be supplied with the right power tools and machines for production efficiency.

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Burroughs 
THE MARK OF SUPERIORITY
IN MODERN BUSINESS MACHINES

Washington Scenes

A NEW Democratic Party is in the making. All political analysts here agree on that.

What element or elements will dominate this oldest of American political organizations in the years to come is something that the years will have to answer. But at Philadelphia it was clear that a major crack-up had taken place and that a reformation was at hand.

In effect, the North and West told the old South that you can't build a national political party merely on the slogan of keeping the Negro in his place. They decided, therefore, that they and not the South would be housekeepers for the Democratic Party in what may be a lean period ahead.

However, there was more to it than that. One night in Philadelphia, after a day of incredible and suicidal antics by the heirs of Jefferson and Jackson, a high party official told some of us what the Truman Administration really had in mind. He said it wanted to free the party of both the crackpot left in the North and the reactionary right in the South. Unless this could be done, he went on to say, he doubted if the party could ever hope to win another national election.

The official was afire with anger as he gave us his off-the-record thoughts. He said that men in the Democratic Party who shared his views—and they would include some of the most influential in the Truman Administration—had no desire to lure back Henry Wallace and his kind. Neither, he added, are they keen for any further traffic with "pseudo liberals"—a tag placed on those who turned against Mr. Truman and began beating the drums for Gen. Dwight D. Eisenhower, even when they knew nothing about Ike's views on many of the great issues of the day.

"True liberals," the aforementioned official said, "are those who seek to achieve all that is possible for the good of the great masses of the people, and who do it by practical means of conciliation, compromise and accommodation."

"The other kind—the demagogues—are really indifferent to practical results. They seem, most of the time, to be intent on holding up for approval objectives that are impossible of achievement."

Turning to the South, the party official said that for the national convention to have yielded to the anti-Truman forces would have perpetuated in office men who are a generation behind the rank and file of Southerners.

"We see it this way," he continued. "Any politi-

TRENDS



OF NATION'S BUSINESS

cal party that would stand for the things the so-called Dixiecrats stand for, could not now, or in the foreseeable future, carry a state outside the South."

No matter how eager the Democratic Party may be hereafter to appease the South, it can never abandon its platform of 1948 without losing the North. The South will simply have to take the Democratic Party as it is or leave it. And in retrospect, this may turn out to be the biggest development of this particular political year.

* * *

Looking back on that Democratic convention in Philadelphia, it still seems like a fantasy touched with madness. A former soldier stood in a jeep outside the Bellevue-Stratford, bellowing his demands that General Eisenhower be drafted by the Democrats—this in spite of Ike's final and emphatic "No" of a week before. Then there were the campaigners for Supreme Court Justice William O. Douglas. They insisted on handing out badges and placards, although their particular hero also had said "No."

Strangest of all, during the early phase of the convention, was the absence of any kind words for the leader of the party, who in the final curtain scene took over the show and scored a great personal triumph.

Thomas L. Stokes, one of the best political reporters in the country, summed it all up in a column he wrote in Philadelphia. After recalling the stormy history of the Democratic Party—the feud between the Confederates and the Free Soilers and the bitter row over Al Smith because of religion and "likker"—Stokes, a Georgian, said:

"But the spectacle this year tops them all. Nothing has been seen in our time quite like the great rush to the public platform and the public prints by self-appointed leaders of various elements to cry down their President in the White House and ask publicly that he be cast into outer darkness."

"These Jeremiahs included some usually astute practical politicians. They did it, of course, for self-preservation. But the upshot is that, with the party in the shape to which they themselves have brought it, they would seem to have far less chance for self-preservation than if they had gone along the way practical politicians normally do with what they had and made the best of it."

"But most astounding is the hysteria into which they worked themselves over a war hero



Fresh out of college...but I really hired him 10 years ago

OUR PLANT MANAGER tells me that our young fellow is the most promising engineer we've hired in months.

I'm not at all surprised.

Harold's father worked for us for years—the best toolmaker we ever had. He died when this boy was in his junior year in college.

Until Harold came by to talk to me about a job, I hadn't seen him since the day after his dad's funeral. I had dropped by then to deliver his father's group insurance check.

That check, Harold told me, had been a lifesaver. It tided the family over a tough spot, made it possible for him to keep on with college.

He said he figured that a firm which had been so decent and planned so well for his father would be a good place for him to work, too.

We put our Travelers Group Insurance Plan into effect ten years ago. I was convinced then it was a fine thing for all of us. But even I never dreamed how much this insur-

ance could really mean to the families of the people who work here.

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with no assurance whatever that the war hero, namely General Eisenhower, had any intention of saving them from their folly.

"Most of the principals in this hysterical episode woke up woozily in the eerie morning-after, and stumbled contritely to the Truman mourners' bench. But the damage was done. They have got to go back home now, being Democrats, and make some sort of gestures for the man they condemned, with their double lives known to every village gossip."

• • •

Wild as the Democratic convention was, it doubtless would have been even stormier if Justice Douglas had been offered as the vice presidential nominee. Douglas was the first choice of Mr. Truman, and, had he been willing, his name would have been presented with Administration endorsement. When Douglas declined, he headed off a bitter fight and left the way clear for the popular choice of the delegates—U. S. Sen. Alben W. Barkley, wheelhorse from Kentucky.

Barkley nailed down his claim to the No. 2 prize on the ticket the night he delivered the party's keynote speech. After the affectionate demonstration in his honor—the playing of "My Old Kentucky Home," the singing and parading and the personal embraces that Barkley got from senate colleagues—there was no doubt that he was "it." It was almost mandatory then that Mr. Truman give his approval.

But all that day, after Douglas had told Mr. Truman that he was determined to stay on the bench, associates of the President were trying to find a substitute and to head off Barkley.

They said—and with evident sincerity—that there was nothing personal in their opposition to Barkley. It was simply a case of mathematics. A ticket made up of Truman, 64, and Barkley, 70, they argued, would be at a great disadvantage against the much younger team of Gov. Thomas E. Dewey, 46, and Gov. Earl Warren, 57.

The story of Truman and Barkley has been the talk of Washington drawing rooms for many a day. For the purposes of this article, it can begin when—as he himself put it—the moon and the stars fell on Harry S. Truman and he found himself President of the United States.

Barkley, then majority leader of the Senate, was one of the first men to whom the new Chief Executive turned. According to the account given here by Kentuckians, the following conversation took place on that fateful day in April, 1945:

Truman: "Alben, you have got to help me."

Barkley: "Mr. President, anything I can do I will be glad to do."

Truman: "I want the benefit of your advice all the time."

Barkley: "Mr. President, any time the phone rings, day or night, I am at your service."

Here the story comes to an abrupt halt, or at least interruption, because the phone never rang.

Barkley, according to his friends, said nothing publicly but was deeply hurt. Message after message went from the White House to the Capitol, but usually the Democratic leader first heard the news from reporters.

The only times he talked to President Truman, in fact, were on the occasions when he and other congressional leaders were summoned to the White House to discuss a foreign-policy crisis or a special session of Congress.

However, as is the way with politicians, all that will be forgotten now, and the team of "Harry and Alben" soon will be out stumping the country and tearing into their Republican foe. The Kentuckian, like his chief, is a good campaigner, and will not be at all dismayed by the talk of a Republican landslide in '48.

Barkley, as the voters soon will find out, is one of the country's very best story-tellers. He is especially handy with one when he finds himself in a hole.

Once, in a debate, Senator White of Maine fired this one at Barkley: "The senator from Kentucky is getting himself in a dilemma."

That, inevitably, reminded Barkley of a story—the story of a dog owned by a farm family down in the region of Paducah.

Each Saturday the family would hitch up the team and drive to Paducah, where, on arrival, they would tie up the horses. The dog always followed, and it got to be a custom for the town boys to tie a tin can to the dog's tail.

"Finally," Barkley told the Senate, "it got so that when the dog saw a tin can, he just naturally backed up to it. Well, I am like the dog. Every time I see a dilemma, I just back up to it."

Another of Barkley's yarns concerns the office-holder and the ungrateful voter. The voter had bluntly told the official that he was through with him—that he would vote for him no more.

Why? the official wanted to know. Had he not got jobs for the voter, his father, his cousins? Had he not done him other favors over the years?

"Yes," said the voter, "but what have you done for me lately?"

• • •

Some Republicans hereabouts think it would be a good idea for their party to lay off the rough stuff in the '48 campaign. They have a hunch that the "smear Truman" tactics might boomerang, arouse a sympathy vote for the man in the White House, and thus hurt the G.O.P.

—EDWARD T. FOLLIARD



OF NATION'S BUSINESS

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NATION'S BUSINESS for September, 1948



EWING GALLOWAY

IN THE PAST when our physical strength was less, this country found spiritual strength to make great decisions and to carry them out.

TODAY we face a new challenge to greatness. All the resources needed to meet it are not shown in figures on carloadings or bank clearings or national income. They exist also in the people's willingness to appraise men and issues and, at the polls, choose those they wish to follow, then to come on courageously. Are our moral resources adequate?

America is Coming On

By GERALD W. JOHNSON

THE BUSINESS MAN said, "America is coming back." I might have forgotten the remark if he hadn't added, "To hell with the facts. It's a spiritual matter." But when a successful business man began talking about spiritual matters, that set me to thinking.

The facts he enthusiastically consigned to Tophet are the industrial and commercial statistics and most of the political ducking and dodging.

The spiritual matter to which he gave first importance is not any specific act or series of acts. It is, rather, an attitude—a sort of feeling in the air perceived by ordinary people who do not regard themselves as statesmen or philosophers.

The evidence the business man cited did not come from the *Congressional Record*, or from ledgers and account books. It came from such books as Dumas Malone's "Jefferson the Virginian," Walter Johnson's "William Allen White's America" and the new supplement

to H. L. Mencken's "The American Language."

These books—to which I would like to add Henry Stimson's "On Active Service"—are about as different from each other as books written in the same language can be. Yet they have one thing in common. It has nothing to do with literary style, subject matter or the mental slant of their authors. It is merely a disposition to accept the United States as an accomplished fact—a going concern with a place and a function of its own.

The business man was quite right when he called this spiritual. At least it is not material. You can't measure it with statistical tables. You can't put your finger on any spot and say, "Here it began," or on any man and say, "He did it." You can't even cite any definite cause, unless you choose to lump the whole development of human history together and call it a cause.

But I doubt that the business man was right in saying "America is coming back." He should have

said, "America is coming on." We never stood at this particular spot before. If it seems familiar it is only because we are once more interested in seeing what we can do with our own country, as were Madison, Hamilton and Jay when they wrote the *Federalist Papers*.

Yet the problem is very different. The future of America, as Madison, Hamilton and Jay peered into it, presented one great question—could the country survive at all? Today the important question is:

Can we make the American idea work as well on a world-wide scale as we made it work at home?

Nobody knows the answer. Perhaps that's why we are so sober-minded these days.

Everyone has noticed how little whooping and hurrahing there was about the recent war. There was not even a thumping war song, comparable to "Over There." Such parades as we had were pretty grim—men and machines that were out to kill, not parade.

Some of our romantics wring

their hands over this. For some curious reason they think it indicates that the fighting spirit has gone out of the American people. How they figure that is a mystery. This non-parading army marched against three tyrants; and before it marched back one of those tyrants had been hung up by the heels from a meat rack, another had been buried under the ruins of his own flaming capital, and the third had been reduced from a god to a very polite and badly flustered little man. If this army couldn't fight, what do you suppose would have happened had we sent out one that could?

What has gone out of the American people is, of course, not the fighting spirit, but the spread-eagle spirit. That change shows up in a great many things other than military parades.

For example, not even a W. J. Bryan would impress anybody today by an assertion that a million men would spring to arms over-

night in case of national danger. We know they would spring back twice as fast at the first brush with a panzer division. Nor do we feel that our national honor demands a fight whenever some Balkan dictator starts throwing spitballs. We still know but little about international politics, but we know that much and that it behooves us to learn a great deal more.

Perhaps the real change in our attitude is the simple fact that today, for the first time since the earliest years of the republic, we have some conception of how much we have to learn.

In 1789 that attitude was quite general. Until then the United States had existed as a loose confederation, of which there had been plenty of examples—none very encouraging—in history. But, with the ratification of the Constitution, the Government of the United States started as a brand new experiment. Nobody could be certain of success.

Naturally, the mood of responsible men was serious. They hoped, and the more optimistic believed, that the experiment would succeed, but they did not and could not know. So they spent little time in hurrahing and a great deal in studying.

Isn't that exactly where we are today? We have established our place in the world, but that place has quite suddenly become so enormously greater and more important than we had expected that we are taken aback by our own success and don't know quite what to do.

The American people, starting with a state not much more important than Aloania is today, had by 1941 learned how to handle a big country, not too well, perhaps, but at least without wrecking it. Then they got into a fight and, when the dust settled, they found themselves at the controls of half the world. If their mood is a little subdued, why shouldn't it be? For

THERE'S a new spirit of determination abroad in the land

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there is no going back. Somehow, we have got to keep this thing in hand, or else . . .!

Churchmen report a marked revival of religious interest within the past three years.

Every college in America is bursting at the seams, so swollen are the student bodies.

Some 200 congressmen went abroad to examine conditions last summer.

Since 1941 the nonfiction book market has expanded to proportions undreamed of since men such as Jefferson, Franklin and John Adams kept agents in London and Paris to watch for significant books.

The reasons seem to be plain.

We are no longer certain that two parties know all the answers so we are investigating for ourselves.

Back in the old days when everything was brand-new we didn't have Democrats and Republicans. We had Jefferson men and Hamilton men, with a few Adams men and

Clinton men and Burr men on the outskirts. Right up to the conventions of 1948 only the active party workers were Republicans and Democrats; the rest of the country consisted of Dewey men and Truman men and Wallace men and men following some other leader.

True, we have one group, less a political party than a sort of religious sect, as fanatically certain they are right as were the Jacobins of America after 1793. These are the Communists, who would sacrifice us to Russia as readily as Citizen Genêt's following would have sacrificed us to France. Like Genêt's people, the Communists have scared many ordinarily level-headed citizens into a fine case of jitters, but it is doubtful that they are really as influential as the Jacobins were.

To say that the American people at this moment are more nervous and apprehensive than they have been before within the memory of living men is to thresh old straw.

Our nervous apprehension has been the theme of every essayist, columnist and editorial writer for months. The significance of the business man's remark is that he perceived something in us over and above nervous apprehension.

He perceived an interest in America that is not expressed in Fourth of July oratory, nor by a complacent assurance that it is the best place in the world to make money. What he perceived is an intellectual curiosity about the actual form and structure of our Government and the probable efficiency of its operation under new and severe conditions. So Malone's analysis of the statecraft of Jefferson assumes an importance that does not belong to mere biography. So Mencken's analysis of the language as an instrument of communication assumes an importance that does not belong to mere philology. So such studies of the American as a functioning politi-

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TODAY, as in 1789 men ask questions and demand answers



You, Too, Can Be A

A COMPANY manufacturing an internationally known line of toilet goods had for years led its field in sales. Then it lost its position. As the company fell farther and farther behind, morale in the sales department went to pieces. Everybody began laying the blame on somebody else. Eventually most of the trouble was traced to the personality of one individual—the sales manager.

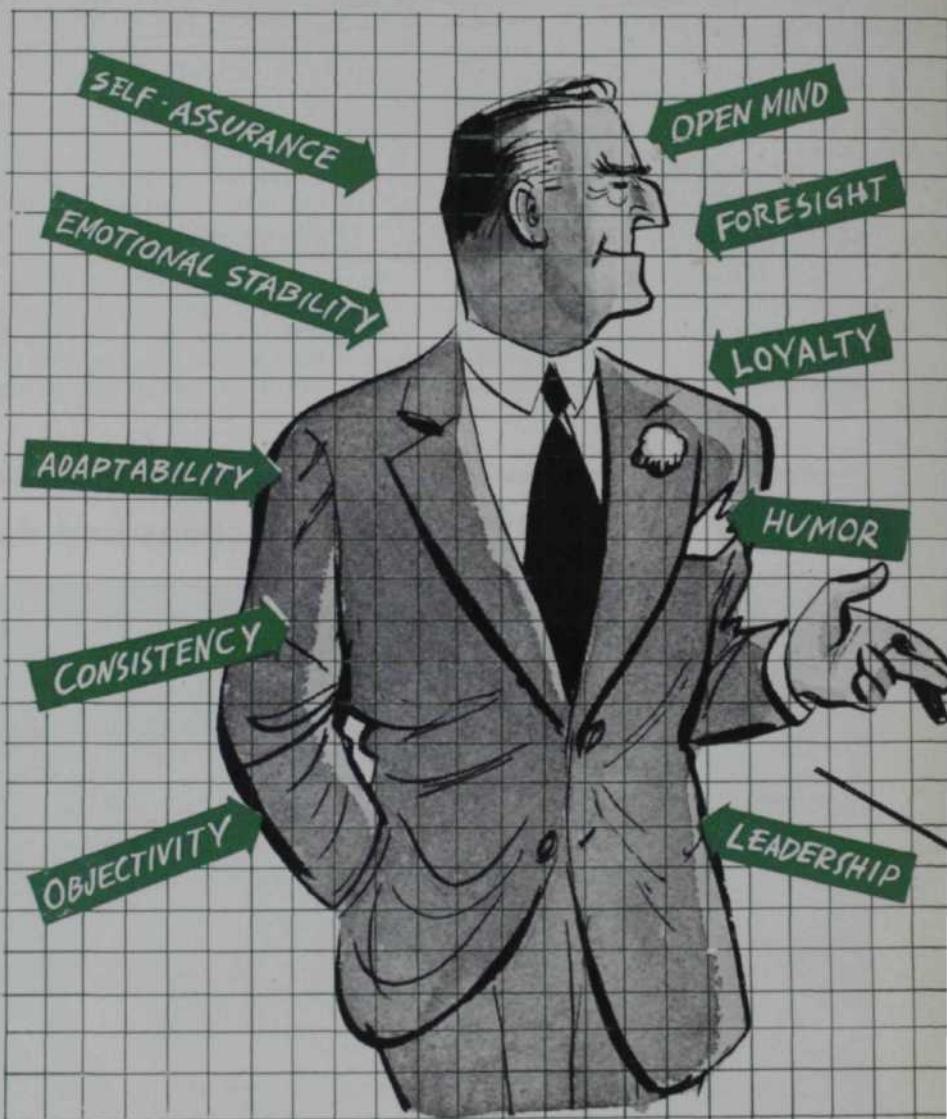
Blunt in speech and in manner, he ran his sales force with an iron hand. He made his men put on the pressure until the company became unpopular with the customers. After it lost its lead, this sales manager called a general meeting. Apologizing for being a poor speaker, he led off with his idea of a little joke: he threatened to fire the sales force.

The joke fell on a dead silence that turned into a cold war. It preserved for the sales manager an unbroken record for saying the wrong thing at the wrong time.

The experience of this meeting awakened the company to a fact that holds true for all American business, from the smallest retail store to the largest manufacturing plant—a boss can make or break a concern. So the company shifted the sales manager, who never should have been a top executive, and brought in a new man to head the department.

Though not exactly a success-story hero, the new manager is a good example of what a top executive should be. He is the opposite of his predecessor in every way. Frank and easy in manner, he is a capable speaker, and likes the lime-light. Instead of applying pressure, he goes out and shows the salesmen how to sell. He has a faculty of charming not only the customers but his staff as well, and finds no trouble in getting good men to work for him. Sure of himself, he is careful to build up strong assistants around him.

But at first he found good assistants almost impossible to come by in his own sales force. After years of bad management, the department was woefully weak. To speed up the process of acquiring competent aides, the new boss



called in Nejelski and Company, New York City, a firm of management consultants that specializes in doctoring the problems of businesses. Now, after three years, the toilet goods company again has a strong sales department and is pressing to regain the lead in its field.

More and more businesses are hiring specialists to help them develop managerial talent. Some put these specialists on their staffs; others retain outside consultants. Universities working on experimental projects with private companies are piling up a store of basic know-how about handling human

relations in industry. Dr. Wight Bakke at Yale, for example, studied 50 labor leaders and 50 executives to find out why they fight, with the idea of eliminating needless points of conflict.

Studies made at Harvard by Dr. Benjamin Selekman, who has been active in negotiating labor disputes, are shedding light on personality difficulties that enter into these conflicts and making it possible to sidestep many a needless dogfight. A small but growing number of independent consulting firms are tapping these bodies of research knowledge and making their findings available to all types

Better Boss

By PHIL GUSTAFSON

of businesses. Nejelski and Company was one of the first in this new field of "human engineering."

"As a rule, you can't recruit executives," says Leo Nejelski, company president. "You have to grow them. A good executive must have such a thorough knowledge of his company's products and methods that it's best to use men who have these things to start with." Though getting the right man for the job is pretty much of a cut-and-fit proposition, Nejelski has noted the traits that are usually found in a good executive. He believes:

1. He is emotionally adult. He does not allow tantrums, moods and whims to interfere with the daily business of solving problems. When he loses a customer he

doesn't fly off the handle and take it out on his staff.

2. He is sure of his abilities. The trait that often lies behind a poor executive is a doubt of his own virility; he always has to prove that he's a man. Conversely, many of the traits of a good executive stem from self-assurance.

3. He makes decisions easily. He may base them on details but he is never too close to the trees to see the forest. He likes responsibility and is not afraid to take the rap for his own errors. If he sees he's wrong, he can easily change course without fear of losing face.

4. He leads his people. First he wins their liking and respect, then

guides and stimulates them in carrying out his own objectives. Yet his employes say: "With him I can always offer my two cents' worth without having my head chopped off."

5. He has good judgment. He gets the facts before making up his mind. Then he makes objective decisions. He plays no favorites.

6. He is adaptable. He can listen and make changes. He can "trim his sails" to work in all kinds of "weather" and with all sorts of people. It may be his job to take a penny-pinching accountant, an effervescent sales manager and an overcautious engineer, stir them all together and come out with a smooth mixture.

7. He is consistent. His employes know where they stand with him and what to expect. He doesn't blow hot all week over some idea and then forget it for a new one the next week.

8. He knows what he wants and has a strong drive to get it

IT TAKES ten characteristics to make a good business executive. How many of them do you have?



done. He is loyal to his company but makes no bones about wanting to get ahead himself. He has plenty of energy and staying power, is not at the mercy of physical and emotional slumps.

9. He is a good planner. He gets the ideas, then has others carry them out. He foresees difficulties and takes steps to avoid them. He is not like the youngster who can't wait to eat his lollipop; he has the adult patience to wait years for his plans to mature.

10. He has a sense of humor. He not only shows tolerance for the weaknesses of others but has the ability to laugh at himself when in the wrong. In brief, he's no stuffed shirt.

A poor executive usually rates low in some or all of these traits. Bad executives usually fall into one of two classes. One kind is domineering and autocratic. Under such a fellow you usually find people rebellious, waiting for a

for help. They include firms handling products that are household words. Most of the new consulting firms have a specialty—such as revamping the hiring methods—but Nejelski and Company will take on the job of putting the whole business on its feet, much as a general medical practitioner does with a patient.

The firm's associates analyze all departments of the business and size up its potentialities, call in outside specialists when necessary. Then they hammer out their recommendations. These may call for basic changes in the company's activities—adopting a new product, going into another field of distribution, opening up a new production department. But mainly the firm's health is diagnosed in terms of the people who make it. Then the patient is treated until he is considered cured.

Nejelski and Company's method is based on the principle that the boss can't impose his wishes automatically on the people who work

methods of hiring, training, job operation, or perhaps an entirely new set of working conditions.

But the Nejelski specialty so far—and in this the firm seems unique—is to help the executives, and the boss himself, solve those personality difficulties that get in the way of good working relationships with employees. When the associates move into a concern, they interview and sometimes test the boss and all his top executives. They watch the boss at work. They read his reports. They question his staff on how he behaves toward them. They sit in on company conferences. If necessary, they sometimes step into these conferences and help run the business.

Leo Nejelski, a quiet-mannered, good-natured man inclined to roundness, started the company after a 15 year career in business administration. He is now 47. His work has included jobs as advertising director for Swift and Company and executive manager of the Pepsodent Company. In these jobs, he found himself more interested in people than in sales curves and was always reading, collecting data and talking with specialists in human behavior. He has the studious appearance of a sociology professor. In 1944, with several others interested in the same idea, he organized his present company.

Making work easier

ONE of the firm's biggest jobs is with the manufacturers of a world-known line of drug products. Its findings have already been put into effect in more than 60 branches and the program has affected thousands of employees. One of the first surveys made for the drug firm found the employes wrangling, passing the buck, knifing the company in the back and slowing down work.

Probably the unhappiest people of all were the girls in the telephone order force. They manned a battery of switchboards and took 75 per cent of a branch's orders over the phone from retailers. They should have been courteous and helpful; instead they were often snapping the customers' heads off. They were tense, nervous, quarrelsome and bad-tempered. They made frequent mistakes, and, since their order blanks were handled by 80 per cent of the branch employes, these mistakes continued.

Most of the trouble in one branch was traced to bad executive practices, particularly on the part of the general manager. He was a

(Continued on page 80)



The sales chart often reflects the personality of the top manager

chance to get even. The other kind is weak and indecisive. Under him, people are confused and insecure because they don't know where they stand. Either symptom means a sick business.

To date, 20 companies, sick ones seeking a cure and healthy ones wanting to get stronger, have called on Nejelski and Company

for him and still get them to do their best work. He has to have willing acceptance. When this is the case people will release their energies spontaneously. Thus the first step is to interview all employes "off the record" and encourage them to air their complaints. If sound, their suggestions are put into effect in the form of new



R Once penicillin was so hard to extract that there was scarcely enough of it in existence to treat a single case of pneumonia. Today, the drug is being produced by the gallon

Disease Beats a Slow Retreat

By THOMAS R. HENRY

IN THE past ten years medicine has made the greatest advances in its history toward assuring men and women everywhere the Biblical life span of threescore years and ten.

It has found means of preventing the great epidemic diseases—typhus, yellow fever, cholera, bubonic plague, influenza-pneumonia. It seems on the verge of conquering pneumonia, tuberculosis, malaria, the venereal diseases, pernicious anemia and a host of less prevalent fatal maladies.

It has lengthened life, lessened pain in cancer and nearly eliminated the agonies of child-bearing. It has raised substantially the level of well-being for the entire world. Perhaps most important, it has come to a clearer understand-

ing of the physical, chemical and physiological laws of life—an understanding which promises even greater achievements soon.

Much of this progress can be credited to the war. Possibly, in the final analysis, this struggle will be found to have saved more lives than it cost. The bombers were unleashed almost at the flood tide of a century's scientific progress which almost doubled human life expectancy in the United States and western Europe. Hostilities put enormous pressure on scientists and physicians of all the nations to push forward research and to apply immediately findings which otherwise might have remained theories for a generation. The pressure, of course, was chiefly in military medicine but, in modern total

war, this differed little from medicine in general.

The days just before the recent war saw a major life-saving development—discovery of the efficacy of certain sulfur-containing dyes as killers of bacteria, the microscopic, one-celled plants which cause pneumonia, meningitis and a host of other infections. Within two or three years mortality from pneumonia declined more than half and mastoid operations became essentially things of the past.

Meningitis, until then usually fatal, often could be cleared up in a short time. Almost overnight some maladies which had been among man's major terrors became only worrisome inconveniences. Practicing physicians found

Rx Enthusiasm for streptomycin, a soil mold extract, waned rapidly when it was discovered that, in human beings, germs quickly develop an immunity to the drug



ATABRINE

Rx Atabrine—a suppressive and not a cure for malaria—was widely used as a substitute for quinine during the recent war to maintain armies at fighting strength



STREPTOMYCIN

themselves with remedies of an efficacy that was beyond their wildest dreams a few years earlier.

But the sulfa drugs were only a prelude of wonders to come. At the start of the war a group of British physiologists already had demonstrated in laboratory experiments a new bacteria killer extracted from a common mold, related to bread mold. This was penicillin. It could do about anything the sulfa preparations could do, was more powerful and less poisonous. The drug seemed, however, of only theoretical interest. It was so difficult to extract that there was hardly enough in existence to treat a single pneumonia case. It was so expensive to produce that such treatment would have cost about \$100,000.

Four years later penicillin was being produced by the gallon. The progress from gills to gallons was due almost entirely to improved methods developed by the Department of Agriculture's Bureau of Chemistry and by chemists in private industry financed by the services through the Office of Scientific Research and Development.

It is impossible to estimate the number of lives penicillin saved in the last two years of the war. It was almost a specific against pneumonia and infection. It made possible delicate brain operations which otherwise almost certainly would have been fatal. It was one of war's great gifts to humanity.

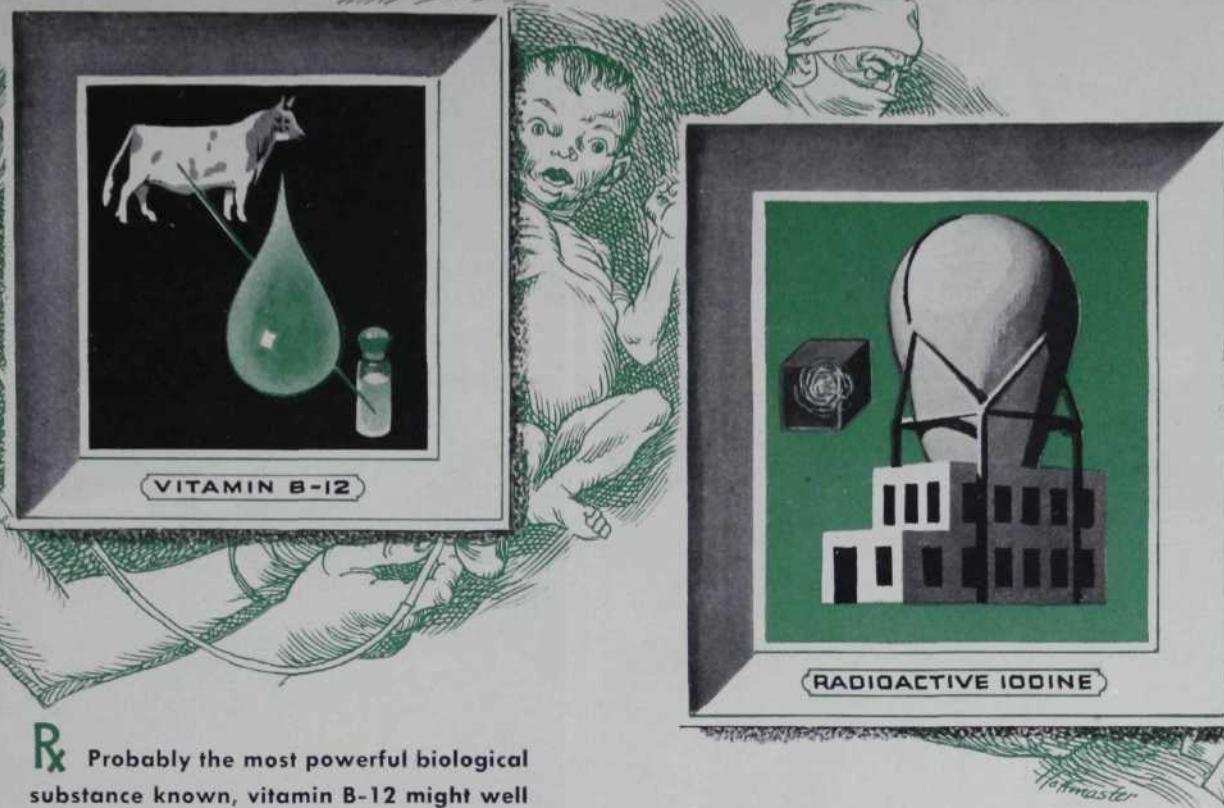
As war clouds gathered, another remarkable development was taking place—this one in the United States. Because it was obviously better and cheaper to prevent diseases than to cure them, we were mass-producing vaccines against half a dozen of the most devastating infectious maladies by incubating chicken eggs rather than live animals. This egg-vaccine technique offers the world fair protection against repetition of most of the great epidemics of the past, which in some cases—a notable one was that of bubonic plague in Norway in the twelfth century—practically depopulated countries in a few months.

Still fresh in memory is the influenza-pneumonia epidemic which swept over the United States and western Europe at the end of the

first world war. Naturally there was fear of a repetition. Nothing of the sort got started, and it probably would not have been serious if it had. A flu vaccine has been produced which would have given the population a high degree of protection. There was no need to use it. The Army is now testing it, with encouraging results.

Two discoveries in the past 12 months promise to become landmarks in medical history.

First is vitamin B-12, extracted from liver. It is probably the most potent biological substance known. Less than a billionth of an ounce will arrest pernicious anemia, a disease manifested by decrease in number and increase in size of the red blood cells. It is confined largely to middle-aged, blond men and women with a tendency to premature graying. Twenty-five years ago it invariably was fatal. Then came the discovery that it could be kept under control by a plentiful supply of liver in the diet. Later liver extracts were found to serve the same purpose. These have been made more and more concentrated. B-12, however, is several thousand



R Probably the most powerful biological substance known, vitamin B-12 might well be the answer to a Nordic disease which 25 years ago was fatal in many cases

R Though millions of dollars have been spent in the search for a cancer cure, results have been disappointing. Even the highly promising radioactive iodine has yet to prove its value

Hoffmaster

times more potent than the best of them. It may be the final answer to the Nordic disease.

The other outstanding achievement is the discovery of chloromycetin, a mold extract of the same general nature as penicillin and streptomycin. It was obtained from a soil organism collected in a ploughed field near Caracas, Venezuela. It appears to be quite effective against one major family of germs, the Rickettsia. Hitherto immune to any drug, the Rickettsia are responsible for some of the most deadly human diseases, notably typhus fever. Smaller than bacteria and transmitted by lice and ticks, they live inside cells, the microscopic building stones of all animal and plant tissue.

Penicillin, streptomycin and the sulfa drugs have no effect on them because they cannot pass through the cell walls. Field tests of the Army Medical Department in both Mexico and Malaya indicate that the new mold extract, if given early and in large enough doses, will cure typhus and the closely related scrub typhus which was the bane of our troops in the Pacific.

The practical significance of this is great indeed. Typhus has been one of the greatest killers of the human race. After the first world war approximately 10,000,000 succumbed in the Balkans and the Ukraine. Fortunately no such devastation followed the last war, partly because louse-ridden areas, such as concentration camps and displaced persons enclosures, were cleaned up with DDT and other new insecticides.

Some of the theoretical implications are of even greater significance than the immediate practical applications. The Rickettsia seem to form a link between bacteria and the most minute of living things, the filterable viruses. Most of these are too small to be seen under any optical microscope. Compared to bacteria they are like fleas compared to elephants. They also live inside cells where they have been protected from any drugs. They are responsible for yellow fever, smallpox, poliomyelitis, the various forms of sleeping sickness and a host of other diseases. Tests at the Army Medical Center in Washington show that chloro-

mycin has a measurable effect against these organisms and justifies the hope that closely related antibiotics can be developed which will be as potent against them as penicillin and the sulfa drugs have proved against bacteria.

Medical science also appears to be on the brink of finding a cure for tuberculosis. For a half century the "great white plague," once the worst killer of all in the United States, has declined in importance. In 1946 it caused about 1,500 deaths, about half as many as in 1930. The disease is caused by a remarkably tough micro-organism, the tubercle bacillus, which most commonly invades the lungs. It is protected against drugs by a thick shell.

About four years ago came the discovery of the soil mold extract, streptomycin. In test tubes and in guinea pigs, it proved remarkably potent against the bacillus and also appeared to have a good effect in human cases. Enthusiasm, however, was somewhat premature. It soon became evident that, in human beings, the germs quickly de-
(Continued on page 66)



NEEFUS-FROM BLACK STAR

On-the-job trainees can study egg-grading



INTERNATIONAL NEWS PHOTO

... or the technique of making neon signs

They can even learn to sculpt a new hair-do

INTERNATIONAL NEWS PHOTO



... and how to become an officer of the law

WIDE WORLD



Education – By Act of Congress

By JUNIUS B. WOOD



WIDE WORLD

Academic courses were found to be the most popular by far among former GI's

IS VETERANS' education and training the greatest social program in history or is it the nation's easiest riding gravy train? That is a billion dollar question.

Few other government activities are obscured by as much confusion and misinformation. It is time to look at what's been done—to see if the much publicized abuses outweigh the benefits to millions of ex-GI's—to find out whether the United States will realize a dividend commensurate with its investment.

To date GI education and training has cost a total of \$5,500,000,000—and the end is nowhere in sight. Before it's all through, these programs will cost you, personally, several hundred dollars. Are you getting a run for your money?

Or look at it another way. Think of the veterans you know. Are the hours they spend in the classrooms or in training on the job going to pay off for them in terms of better opportunities, higher pay, and

more useful citizenship? Or will they come out of it with a year or two of their lives wasted?

An equation such as this one, which involves the potential expenditure of \$20,000,000,000 or \$30,000,000,000 and affects the lives of perhaps as many as 15,000,000 veterans, can have no pat answer.

In the fiscal and academic year just finished, more than 2,500,000 veterans were in school and in training. In that and previous years, nearly 3,000,000 others discontinued their studies. Only about one sixth of those enrolled have completed their courses. Roughly five out of every 14 who served in World War II have grasped the opportunity to improve their education or skill. Men outnumbered women 50 to one.

Though matured by military experience and many already married, these veterans are young in years. To the majority, the Government is providing the means to get ahead in a chosen profession,

trade or occupation, an opportunity which many never had. They take it seriously, impatient to make up for years that were lost.

Others include the unfortunates who cannot make the grade to their high ambitions. They drop out, flunked in school, too many thumbs for a skilled trade, or lackadaisical or discouraged.

Finally come the playboys who will try anything once if it is free. Like the cut-up in a crowd, they get most of the cheers and jeers, much more attention than they deserve in a serious evaluation of the program.

Veterans, men and women, getting the fullest return, are on every college campus and in thousands of factories and fields. Here is a young man with a wife and child sharing part of a Quonset hut with other veterans' families.

This ambitious veteran is studying to be an engineer. The wife has a job in the college town to add to the \$120 a month subsistence which

the Government gives a veteran with more than one dependent. A sampling by a national educational agency shows that one fourth of the unmarried veterans have outside jobs. As for the married ones, 50 per cent of them or their wives are working. Only seven per cent of veteran students have time for extracurricular clubs and undergraduate highjinks.

Thousands of veterans are completing courses which were interrupted by the war. Probably more are getting an education which they either could not afford or thought a waste of time in their younger days. The head of one family had been a practicing physician before he enlisted in the Navy. His wife joined the WAC and her parents took care of their little girl. All three are in college, the daughter, now in her teens, taking a course in nursing.

Here is a young man who dallied, butterfly-like, in three colleges. Life was more serious when he enrolled under the GI bill. He was graduated with honors and is now a member of a college faculty.

Another, now 34, finished high school when he was 18, and went to work. After his Army discharge, he added a college course to his work and is a lawyer. One who quit high school to be an electrician awoke to the advantages of technical training while in the Navy, also to the sobering effect of married life. He swept college corridors as a sideline until graduation and a commission as a Navy ordnance engineer.

The few cases can be multiplied

by thousands. One college has a retired rear admiral taking special courses. Others have professors studying during vacation months. Physicians and lawyers specialize in hospitals and offices. Few, because of their incomes, may qualify for subsistence allowances, but their tuition, if any, is paid.

Education at all levels

AGES of former service men and women students run from 19 to 60 years. Some have college educations, others have not gone beyond the fourth grade. The last check-up of Veterans Administration showed 24,000 in grade schools, 46,000 in high schools and 651,000 in other schools below the college level. Educational levels varied from primary to postgraduate courses in American and foreign universities.

At present, 5,324 ex-GI's are studying in 489 schools in 65 foreign countries. On recommendation of the State Department, 1,260 foreign schools are available and 6,600 veterans were enrolled before the summer vacation. Schools in Hungary and Czechoslovakia have been removed from the approved list. Each student must make his own entry arrangements and pay his transportation if he is not already abroad. The largest number, 2,031, are in the Philippines. Next come Canada, 950; France, 750; Mexico, 511; Great Britain, 402; Switzerland, 388, and Italy, 237. Several countries have only one student. The one in Japan is studying to be a priest.

Higher educational institutions in the United States reported an enrollment of 1,123,000 veterans, including 24,000 women, in the last college year. Nevada has only one school with 1,008 former GI's (30 women) while New York leads with 122 and 128,000. New York University had the largest enrollment—23,000. Eleven others each had more than 10,000—Columbia, Northwestern and Pittsburgh, and the state universities of California, Minnesota, Illinois, Ohio, Wisconsin, Southern California, Texas and Michigan.

The 1,500,000 veterans in all schools, including private profit institutions, are enrolled in every course which human ingenuity or experience can offer for mental or physical profit or pleasure. There are even classes on "How to Study" for those undecided on what or when to study.

Last year, those known as academic courses were the most popular with 287,000 ex-GI's. Leaders after them were: engineering, 252,000; agriculture, 223,000; flight training, 95,000; law, including prelaw, 86,000; teaching, 85,000; sciences, 81,000; medical, including pharmacy and nursing, 67,000; music, 26,000; air conditioning and refrigeration, 26,000, and theology, 13,000.

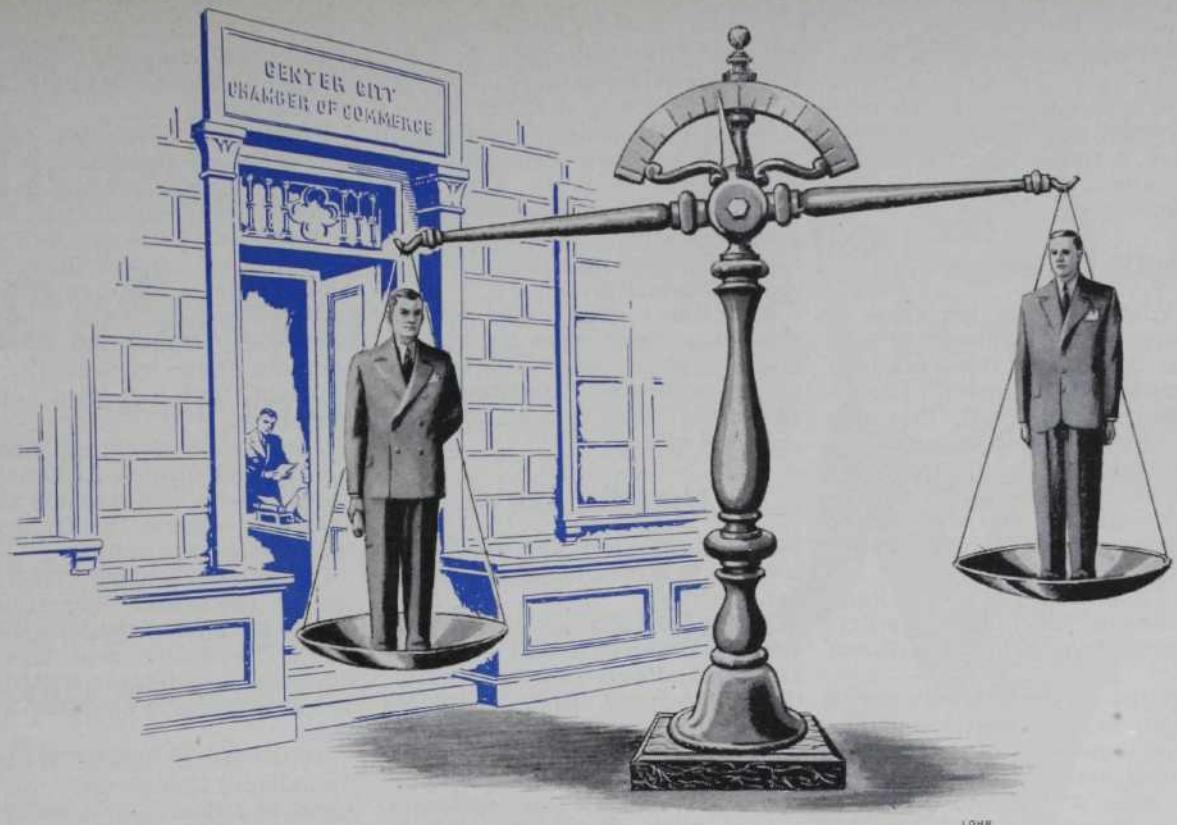
In addition, 9,500 had lessons in entertainment and public speaking and 3,000 improved their dancing.

Training on the job is the "earn while you learn" variation of school instruction. In this, the

(Continued on page 64).

More than 150,000 veterans are being groomed for managers, salesmen and clerks





LOHR

The Need for Leadership

MANY cities and towns across the nation will be better places in which to make a home as a result of the conference of NACOS next month

PHILADELPHIA, its ears still ringing with the echoes of political oratory, will entertain a different sort of meeting in October. The men it brings together will not boast of their qualifications for leadership. Instead, they will try to improve them; but their deliberations can affect the country more intimately than the party conventions that preceded them.

Previous similar meetings have led to improvements in public health, public safety, city planning, and industrial relations. The results are as close to the citizen as the fire alarm box on the corner, or the man who collects the garbage.

The meeting is the annual conference of the National Association of Commercial Organization Secretaries. From October 10 through October 13, these men will seek self-improvement under the general theme, "Leadership Makes the Difference."

The theme is particularly opportune. At a time when the country needs leadership, more so perhaps than any time in the past, the

machinery of leadership is less strong than it ought to be. The reason lies in events.

War and the gambits which preceded it led to a necessary centralization of authority in Washington and those outside the Government or the military were rightly asked to follow, rather than lead. But as wartime controls end, the problems which Washington handled on a national level return to the local level where they originated—together with a whole host of new problems which the federal Government had no facilities to handle because they did not exist before the last war.

Somebody will solve these problems, or at least undertake to solve them, because the public will demand a solution.

In thousands of towns that demand will be heard first in the local chamber of commerce because it is natural to seek leadership

in an organization whose individual members are community leaders. Most chambers will accept the challenge not only because of a natural inclination toward public service but because they know the unpleasant alternative.

The experience of the past two decades has taught the American business community that the federal Government sets no limit to the powers and authority it will accept.

The Securities Act, the Wagner Act, AAA, Social Security, the Wage and Hour law all demonstrate the Government's quick willingness to meet a popular demand for action. Should local leadership fail now, it is equally ready to act again. All that would be needed would be for conditions to assert themselves.

The men who will meet in Philadelphia are determined that local leadership shall not fail. They know that no program can be better than the men who carry it out. Chamber boards of directors may study local ills. They may propose wise cures. But if he who administers the cure is inept, good inten-

tions will be no substitute for success.

And the man to whom the cure is entrusted will be the chamber manager, a fellow who will be the first to admit that he is less than omnipotent.

NACOS founded in 1914

THIS knowledge did not come to him overnight. He knew it as long ago as 1906 when the American Association of Commercial Executives was organized. In 1914 this organization, together with the Central Association of Commercial Secretaries, met in Cincinnati to exchange views on the various problems common to their occupation.

The Cincinnati meeting was the birthplace of NACOS and the first conference convened on a national basis.

From the 159 who attended that first conference, membership has grown to some 1,900 chamber managers and staff executives. Some 700 of them will attend the Philadelphia meeting, which will be the largest in the organization's history, although each year the at-

tendance has increased as more and more local chambers are finding that sending their managers to the NACOS conference pays off in improved work throughout the entire year.

Each year those who attend the sessions return home with new ideas and new inspiration toward better leadership.

Sometimes they are grubby, workaday ideas such as how to create interest among new members, how to use committees more effectively, how to plan a better program of work.

Ideas that pay off

BUT equally often the idea opens a whole new field for useful chamber effort.

A year or so ago one of the speakers was a man who had developed an outstandingly successful rural-urban program. Busy notebooks recorded his methods and the result today is improved relations between the business men of many towns and their farmer customers.

Last year a speaker demonstrated that industrial relations are a community responsibility.

Again the listeners took home ideas that they could apply in their own localities.

And many towns are enjoying more efficient city government because of what chamber managers learned about municipal finance at NACOS conferences. Still others were led to examine their educational systems, or their transportation setup, or their plans for community improvement and to compare them with results, good and bad, that had been achieved elsewhere.

This year's program promises equal opportunities. Although it is not complete, two sessions already arranged suggest the trends that the meeting will follow.

One session is titled "The Chamber of Commerce Executive." It will be devoted to twin discussions, "Why They Failed" and "How They Succeeded," demonstrating the do's and don'ts of chamber leadership.

At the other called "What is a Chamber of Commerce?" the managers will hear four men analyse the organizations they head as civic organizations, organizations devoted to economic welfare, protective organizations, and over-all organizations.

Out of the four-man discussions and the questions and answers that follow, the hearers cannot fail to get a better conception of the work that their organizations are qualified to do, what they are expected to do, and how they can do it best.

Men help each other

SUPERMEN would not need this sort of conference but chamber managers are not supermen, although sometimes they are mistaken for such. Further, they insist, chamber of commerce executives aren't born—they grow. Starting out as newspaper men, educators or business men, they turn to chamber work frequently because they excel in one of its many facets, only to find that other facets offer equal satisfactions, equal opportunities and equal challenges.

It is then that they turn to the NACOS conferences. Nobody can be good at everything—but they can try.

And, like those 159 who attended the first NACOS conference in 1914, the 700 on hand this year may witness the start of a new era. If present plans are approved, the meeting will change NACOS to A.C.C.E. for American Chamber of Commerce Executives.



Champ Strike

Deflector

By DONALD ROBINSON

ED McGRADY has successfully settled more disputes than any other man in American history. At 76, he is still one of the country's top strike mediators

FIFTY YEARS of strikes, picket lines and smoky, temper-filled conference rooms have convinced former Assistant Secretary of Labor Edward F. McGrady that American labor and American industry are both growing up. He sees ahead a steady decline in fights between them.

"Sure, there are strikes now, plenty of them," says 76 year old McGrady, the man who has successfully settled more big labor disputes than any other person in history, "but just look at the difference in the way they are waged today and the way they used to be fought as little as 15 or even ten years ago."

"Bloodshed, murder, property destruction, all the tragic characteristics of the old-time strikes, are largely gone. Strikes are now economic tugs-of-war, not gory massacres."

"The truth is that labor and management both have stopped trying to destroy each other. They may still quarrel but, actually, they are getting along together 100 per cent better than they ever did."

Ed McGrady's optimism is rooted in even more than his half century's experience on the union-management firing line. He brings to industrial relations questions an objectivity that is hard to duplicate. This peppy Boston Irishman, who looks and acts 20 years young-

er than he is, is one of the few men who have seen the labor picture from all of its sides—from management's point of view, from labor's corner and from the Government's pinnacle. Now a \$30,000 a year vice president of the Radio Corporation of America, he was a rank and file union official for almost two decades, a top AFL leader for 15 more, then an assistant secretary of labor and ace strike mediator for President Roosevelt.

Interestingly enough, in the 11 years he has been handling labor relations for RCA, there has not been a single strike in any of the company's plants.

"There will always be some strikes," McGrady feels, "and personally I'm glad of it. I'd hate to see this country get to be like Stalin's Russia with its restrictions on unions and industry. On the other hand, I am certain that, for two good reasons, there will be fewer and fewer strikes in America, and such strikes as do take place will leave fewer scars."

The first, says McGrady, is that labor leaders no longer suffer from the paranoia that once plagued them so badly. They no longer feel dead sure that the bosses are trying to bust their organizations.

The second: "Most industrialists have lost their fear that the unions are out to take over their concerns. They have come to realize that a

good relationship with a union helps rather than hinders production, that a union supplies a company with an indispensable channel of communication between top management and the workers on the assembly line."

To this he adds: "And, brother, this marks real progress! Only a man who has been around as long as I have can tell how much."

"Nobody knows the trouble he's seen," is how one newspaper caption aptly described Ed McGrady. As an AFL official he went through the wars that accompanied the unionization of the coal mines, the needle trades and a score of other turbulent industries. As a White House trouble-shooter, he traveled 165,000 miles and helped bring to an end such shattering labor strife as the San Francisco general strike, the automobile sit-downs and the "Little Steel" holocaust. During the past war, he served as special consultant to Under Secretary of War Patterson and directed the Army's intervention in the North American Aviation, Montgomery Ward and other strikes. With V-J Day came the Medal of Merit but no real release from federal service. Although he returned to full-time work at RCA, the Government has since called on him repeatedly for aid in strike situations.

Sitting in his fifty-third floor of-



fice in New York's Radio City, the other day, McGrady took a look backward over his five decades of labor warfare into what he expects to be a peaceful future.

"Nothing in the national scene," he stated, "has changed more during the past half century than the labor-management relationship. Fifty years ago, the usual business agent sat down to contract negotiations with only one idea in his mind—'I want more money.' He didn't know a thing about and he didn't care one damn about the problems of the company with which he was dealing. Production meant nothing to him.

"Today, when you meet with union people, you generally find yourself talking with educated, expert negotiators—men thoroughly conversant with every detail of your company's setup. They know

not the slightest glimmering about newspaper finances. He did not even know where to go for the information. Nor did he trust the data the owners supplied. The conference deadlocked.

Shortly afterward, McGrady met Frankfurter at a labor gathering. He told him what had happened.

"If you take my advice," the future U. S. Supreme Court Justice declared, "you union leaders will start studying right now. You'll set up a little school for yourselves and learn something about the economic and fiscal aspects of your various industries."

The idea sounded good to McGrady but not to most of his old-line labor colleagues.

"Crazy nonsense," they said to him. They did agree, however, to participate in a weekly class he arranged for them. A mem-

they show us copies of their contracts with other companies in the same line. In that way, they eliminate any fear on our part that a competitor may be getting an edge on us, and we show them that we're not trying to put anything over on them."

Foremen better trained

THE biggest forward stride that McGrady has remarked in the industrial relations arena has been what he calls "the splendid job industry has done in improving the caliber of its supervisory force." To his mind, that has contributed almost more than anything else to the development of labor-management amity.

"In the old days," he declares, "practically every foreman was a died-in-the-wool union buster. His biggest ambition was to discover who the "labor agitators" were and to toss them out of the plant. Adjusting grievances among the people working for him was something he couldn't understand and didn't like. He was a czar in his department and he meant to stay one. More unnecessary strikes than you can count resulted from autocratic straw bosses.

"It's a different story today. Big companies like Ford, U.S. Steel and RCA, as well as innumerable smaller outfits, have spent fortunes teaching supervisors that it's their job to cooperate with the unions, not to fight them. The foreman has been taught how to get the most out of his men, and out of their union, too. He's been made to see that he's the pivotal point in labor relations; that, so far as the workers are concerned, he is the company, and that on what he says and does depends the loyalty of the working force.

"The average foreman does not want to play God any more. He is much more eager now to keep grievances down so he can get production up."

As McGrady views him, the average working man today is also a far cry from his 1900 counterpart. The man now on the assembly line, he says, is a lot more sure of himself, more dignified, more competent, producing more and better than at the turn of the century.

"I'll tell you another thing about the average worker today," McGrady states. "He's nowhere near as radical as he was 50 years ago. He's a more solid citizen now, and more interested in the welfare of his company than he ever was before. He believes now that he has a stake in his company, that he's



The tragic characteristics of old-time strikes are largely gone

your production and personnel headaches and they're willing to work with you to help straighten them out. That leads to sounder industrial relations."

McGrady recalls the stir he created in Boston, back in 1912, when he first suggested that unionists ought to educate themselves along these lines. He got the idea from a young lawyer named Felix Frankfurter.

As the newly elected president of the Boston Printing Pressmen's Union, McGrady had gone to his first negotiating conference with the Hub City newspaper publishers.

"I want more dough for my men," he told the attorney representing the publishers.

"How much of a wage increase do you think the industry can stand?" countered the attorney.

McGrady didn't know. He had

been a member of the Harvard University faculty was hired as the instructor.

"Let me tell you," McGrady says, now, "negotiations in Boston began to improve then."

McGrady thinks that there has been a great increase in frankness between labor and management. According to him, the old-fashioned unionist made it a practice to hold his organization's dealings with one concern a secret from all others, and the old-fashioned employer insisted that his firm's financial structure was no business of any "blankety-blank union official." The 1948 union chief and the 1948 industrialist, observes McGrady, see no reason for such distrust of each other and generally treat the bargaining table to full, open statements of genuine facts.

"Here at RCA, for instance," he notes, "we give the union a complete picture of our business. And

a part of it. That's why communism will never get much of a hold in this country."

When it comes to communism, incidentally, McGrady is not one-half as perturbed about it as might be expected from a man who has been battling the Reds all his life. He admits to some concern over the communist element in the labor movement but believes that its strength is waning and that intelligent management can readily cope with it.

"Furthermore," he says, "the labor movement itself is doing a darned effective job now of cleaning the Commies out of its ranks."

Most of his company's 41,000 workers are represented by the United Electrical, Radio & Machine Workers, a CIO affiliate. Yet, although this union has been involved in strikes against both of RCA's principal competitors, relations between it and RCA have been spotless.

"We've always kept our word to the union," comments McGrady, "and it has kept its word to us. That has given us fine stability."

He points to one vivid illustration of this. Not long ago, he received a telephone call from the RCA plant at Camden, N. J.

"The union has called a stoppage for today," a plant official reported.

"Impossible," McGrady growled. "There can't be any stoppage. The contract bans it."

The story the Camden man told was this. The local union leaders had called on all RCA employees there to join in a demonstration supporting a strike of workers of a different company. Such a demonstration meant a loss of three or four hours' work at RCA even though it was in no way connected with the other dispute.

McGrady got James Matles, director of organization for the United Electrical Workers, on the phone. "RCA's always kept its agreements with you, hasn't it?" he began.

Matles said, "Yes."

"Then why is the Camden local calling our workers out on an unauthorized stoppage?"

"I didn't know it was," said Matles.

"Well, it is. And I think it's a breach of contract," McGrady asserted.

"Give me half an hour," Matles requested.

Later, Matles telephoned to say that the sympathy demonstration had been called off.

"Which proves," says McGrady, "that a company that always keeps its word with a union, that never hedges or chisels on its agree-

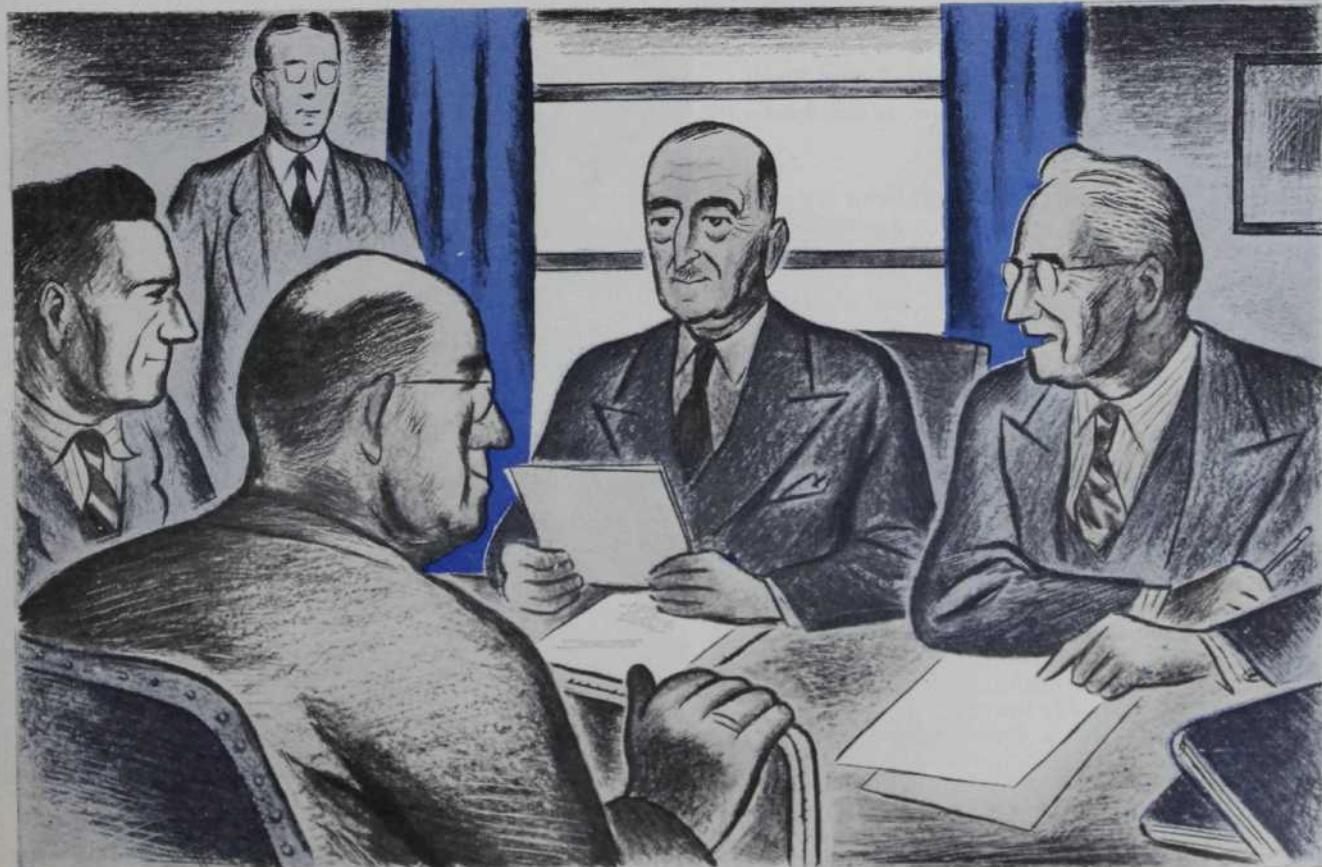
ments, can demand and expect its union to keep its word implicitly, too, no matter what its politics."

Labor not always happy

ALL was not always so peaceful at RCA. Just before McGrady took over its labor relations, the company's plants were ravaged by strikes. The morale of workers and management alike was low. Even after McGrady arrived, trouble continued. A contract with the union was signed but, nonetheless, grievances increased and efficiency dwindled. Union stewards jumped on every minor difference and aggravated them. Foremen and other supervisors had been trained to hate unions and made no effort to disguise their feelings.

"I didn't want that condition to go on, and neither did General Sarnoff, RCA's president. So I told the union officials that it was up to them to teach their shop stewards to get along with us. And I took it upon RCA to educate its supervisors to get along with the union. We decided that it was up to all personnel—from plant superintendents to assistant foremen—to meet the union halfway every time. It became General Sarnoff's policy that every union grievance

(Continued on page 61)



Mutual distrust by labor and management no longer holds sway at the bargaining table

Bargain



Teodoro Moscoso heads Puerto Rico's switch from feudalism to capitalism

ON THE Shore Liner to New York, Ted Moscoso ran across Barney Kay, who introduced him to James Armstrong. The three went to the club car for a drink.

Armstrong, a Providence lawyer and a director of the Beacon Mfg. Co., talked about how hard his company found it to get enough help—about how payrolls were sky high and still going up—about the friction between management and unions. He mentioned how corporation taxes ate up the profits that the company would like to use for expansion.

Moscoso had heard such stories before. But he listened, both out of courtesy and because such conversations as this were his meat. Then he began talking about a Blessed Isle under the American flag where applicants swarm around at the mere rumor of a job; where wages are only a third what the Beacon company pays, and even radicals don't ask the mainland level; where any sound, socially desirable industry is excused from corporation taxes for a dozen years, and where the dividends from such corporations are exempt, for a like period, from personal income taxes.

There was more to Moscoso's story. When the Shore Liner reached New York, Kay and Armstrong still had questions to ask, so they dined with Moscoso and talked on.

The next morning Armstrong telephoned to Moscoso.

"Could you come over," he asked, "and meet Stephen Owen, our president?"

Owen was as fascinated as Kay and Armstrong had been. "I want to tell my brother Charles about this," he said.

Two days later Owen telephoned Moscoso from North Carolina.

"I don't like flying," he said. "How soon could you get my brother and Armstrong and me on a boat for San Juan?"

Moscoso found space for them at once. Five more days passed, and a message came from his office in San Juan. It said in effect:

"The Owens and Armstrong arrived two days ago. Today we signed preliminary agreement for \$1,600,000 factory, to be financed approximately fifty-fifty. Will employ 400 to 500, with payroll more than \$300,000 a year."

Teodoro Moscoso, Jr., president and general manager of PRIDC, the Puerto Rico Industrial Development Company—which is a sort of governmental chamber of commerce—likes to tell this story to show how and why the island's postwar industrial boom is gathering momentum.



Ben and Les Hartwell, third generation Maine shoemakers, had their factory "in the black" after six months' time

Day in the Antilles

By S. BURTON HEATH

The Beacon company is only one of about 30 that is taking advantage of Puerto Rico's aggressive efforts to create a strong, sound capitalistic economy. Promising negotiations are under way with others, particularly in the textile field.

The newcomers range from one-man concerns, starting on a shoestring, up to some of the better-known continental corporations in several fields.

Textron, Inc., is establishing a subsidiary that will pay \$400,000 a year to 400 employes, making print goods out of cotton brought from the States.

Cargill, Inc., of Minneapolis will make wheat flour, corn products, edible oils and soap in five plants being built by Moscoso's company. Wheat and corn will come from the States. They expect to pay \$325,000 a year to 250 workers.

A New Jersey concern has two leather goods plants in different parts of the island. One has moved recently into an attractive tropical-style factory provided by PRIDC.

Two widely advertised popular-priced candies are being made by different Puerto Rican companies out of native materials.

In Vega Baja, near San Juan, Crane China Corporation is training girls to decorate dinnerware while the development company builds its new

plant. The contract calls for 305 workers and a payroll of \$350,000 a year, but the company expects to hire at least 400 persons.

The Hilton chain has a 20 year lease, at two thirds of its gross operating profit, on the \$5,000,000, 300 room luxury Caribe Hotel that PRIDC is building on San Geronimo point, overlooking Condado Lagoon and the Atlantic.

Fashion-Rite Gloves, operating since 1945 in a leased building, will expand in its new PRIDC plant to use 260 women on machine-made fabric gloves.

This spring, Van Raalte opened a plant at Aibonito, in the mountains, where American and Spanish troops were waiting for battle orders when word came that the Spanish-American war was over. They expect to employ all the fine needleworkers in that vicinity and may draw on nearby communities.

These are some of the industries that already are in production or are waiting until their new plants are ready.

Anybody who knew the old miserable, lethargic Puerto Rico would be amazed to see it now. The change is not so much physical, though even this quickly there is physical improvement. Largely it's psychological—a resurgence of morale where no morale has been apparent for decades. Puerto Rico



Slum sections such as this will be a thing of the past as modern, large housing developments are completed



While physical improvement is noticeable, there also has been a resurgence of morale, a condition long dormant

has stopped hanging abjectly around the back door waiting for a stale handout from Uncle Sam. With vision, imagination and aggressiveness, she is succeeding—at least a bit—in lifting herself by her own frayed bootstraps.

With an investment of around \$15,000,000 PRIDC has recruited new industries that will employ more than 4,000 persons with an annual payroll exceeding \$4,000,000. To anybody who knows how hopelessly down and out Puerto Rico was a few years ago, the achievement already is impressive.

The idea behind the program dates only from 1941 when the new and reportedly socialistic Popular Democratic regime headed by the supposedly wild-eyed Luis Munoz Marin—Puerto Rico's "Little New Deal"—got a scant legislative majority by temporarily annexing three minority members.

Rexford Guy Tugwell was governor. He signed bills enabling the insular Government to go into business, but vetoed those designed to encourage and help private capital. It was not until Jesus T. Pinero became governor that Munoz could get his non-socialistic program approved.

Meanwhile the pressure of war upon industry, followed by postwar shortages and uncertainties, added to the difficulty of interesting mainland business men. And after Pinero signed the bills Tugwell had rejected, it still took time to persuade business that Puerto Rico really meant business.

You can accept Moscoso's sales talk now because you realize that Textron, Cargill, Fashion-Rite, Van Raalte, Hilton Hotels, and Beacon must have had sound economic reasons behind their decision. What were they? Moscoso lists them thus:

1. Puerto Rico is the lowest wage area under the U. S. flag. It can afford to stay that way because of its benevolent climate and its moderate requirements for a decent standard of living. Existing wage

scales must be raised, in time. But they never will or should reach the mainland level.

2. There is a big pool of eager workers, unemployed or working only part time. Most of them are unskilled, but they have a natural aptitude for handicrafts. They can be trained easily to anything except skilled machine work, and there is no good reason to doubt that this will come with time and patience.

3. The Executive Council can grant complete freedom from corporation taxes for 12 years to any corporation, in any of 41 categories, that it feels will benefit Puerto Rico. After that, the tax rate goes on 25 per cent a year. It will be the sixteenth year before full rates apply.

Resident stockholders, and those not subject to taxes elsewhere on such revenue, will be excused from personal income taxes on dividends received from such tax exempt corporations. This is possible because federal income taxes do not apply in Puerto Rico. The insular Government makes its own rates and rules.

4. The development company will help finance your factory. In the beginning it built and equipped some plants, and turned them over under lease—with option to buy—ready to begin operating as soon as raw materials and workers were provided. Gradually the PRIDC is cutting down the share of plant cost it will provide. Eventually Moscoso hopes to get out of that business. But, while his capital lasts, he still can assist worthy industries that really need it. Under such arrangement PRIDC is a landlord, and has no right or intention to interfere with management so long as the basic contract is observed.

The government-owned Banco de Fomento is



One product that has helped the island in her economic comeback has been deep sea fish rods made by natives



A natural native aptitude for handicrafts, such as pottery-making, is receiving encouragement

HOW SAFE ARE YOUR CHILDREN?

In the past 35 years, the death rate from disease among children 1 to 14 years of age has been reduced more than 80%. Today, accidents, in the home and out, are the leading cause of death in childhood. In addition, thousands of children are temporarily or

permanently crippled by accidents each year.

Fortunately, many accidents can be prevented. Parents can do most to guard their children's health and happiness by removing possible causes of accidents, and by establishing common-sense rules of safety.



1. Burns cause most fatal home accidents. So it's wise for parents to turn the handles of pots on a stove so they can't be reached, to keep matches in a safe place, and to place a sturdy screen around a fireplace or heater.

2. Falls head the list of serious non-fatal accidents. Parents can help prevent falls by providing a storage place for toys, so that they won't be left on the stairs, or floor. Windows should be guarded, and halls well lighted.

3. Check your home for other ways to make it accident-proof. Try to keep poisons, knives, scissors, guns and ammunition where young children can't reach them. Electric cords should always be in a safe condition.



4. Safety in the streets is extremely important. Children should learn to cross only at crossings, to obey traffic lights, to look both ways before stepping into the street, and to face traffic if they have to walk on a road.

5. Bicycle riding can be much safer if children know and obey such rules as keeping to the right and signaling for turns. Parents should be sure the bicycle has good brakes, a warning bell, a front light and rear reflector.

6. Drowning accounts for many accidental deaths. That's why a grownup should be present whenever children are playing in or near the water. In winter, parents should check ice conditions where children skate.

Parents can also be helpful in protecting their children by setting a good example and by showing them safe ways to work and play. If your child seems to have more than his share of accidents, it may be wise to consult your doctor. Sometimes accidents may be caused by physical or mental conditions which he can help correct.

To help protect your child, send for Metropolitan's free booklet, 98-P, "Help Your Child to Safety."

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TO EMPLOYERS:

Your employees will benefit from understanding these important facts about protecting their children from accidents.

Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.

TO VETERANS—IF YOU HAVE NATIONAL SERVICE LIFE INSURANCE—KEEP IT!

a sort of RFC, created to give financial aid to desirable businesses. Esteban A. Bird, vice president of the Credito y Ahorro Poncenio, one of the island's biggest private banks, is a director of the Banco de Fomento. He assures me that between it and the private banks, no worthy industry that can help Puerto Rico need worry about credit to locate or expand.

5. Freight rates are low because they are by water. Ships carrying sugar and rum to the States are eager for return cargoes, so that cotton, grain, metals and other raw materials can be brought in very cheaply.

6. Puerto Rico is closer to South American markets by some 1,600 miles than either New York or New Orleans. Being part of the United States, it has advantage of this country's protective tariffs, and it can sell in the States without paying import duties. Being a Spanish-speaking community, it can deal with Latinos in their own tongue.

These are direct advantages. Some are natural, some have been contrived to lure mainlanders to move to Puerto Rico. The over-all program includes other important features.

Power has been costly because much had to be generated with fuel oil brought from Aruba. The Water Resources Authority already has spent \$40,000,000 tying 18 projects into a "Little TVA." It has spent \$10,000,000 on the big Caonillas Dam in a watershed that gets 200 inches of rainfall a year. When that fills up, by the end of this year, the WRA expects to generate 400,000,000 kilowatt-hours a year. More will be added as fast as possible to meet growing demands.

Water to suit fastidious Americans has been scarce outside of a few major centers. The Government is working on a \$25,000,000 supply, purification and distribution system.

Sanitation also has been backward. There is a \$15,000,000 program to remedy this. And everywhere big housing developments are under way to provide more homes and move the poor out of the slums.

The Army did much to improve main roads that might have been vital if the war had moved to the Panama Canal. The insular Government is continuing this program.

Driving into San Juan from the lovely University of Puerto Rico campus in suburban Rio Piedras, one passes the fast-rising build-

ings for an industrial school to train foremen and provide nuclei of capable workers for almost any kind of industry the island might acquire.

It will open with facilities to teach 55 crafts to 3,500 students at a time. Carpentry, electricity, automobile and aviation mechanics, radio, refrigeration, printing, textile work are typical trades that are to be taught.

Insular Government and the Veterans Administration are cooperating in the school. The War Assets Administration is making available equipment that, new, would cost \$15,000,000. Two textile mills have agreed to supply equipment for their trades, which WAA doesn't have.

Willing to learn

THE Puerto Ricans are already demonstrating their willingness to work and learn.

While I was in the PRIDC offices, for instance, Adrian Higgs of Crane China Corporation dropped in.

"I'm sorry," he told Moscoso solemnly, "but I'm afraid we can't go ahead at Vega Baja."

"Why?" asked Moscoso with concern.

"There aren't enough people there who want to work," said Higgs.

"Not enough people!" exclaimed Moscoso. "What do you mean?"

"Well," said Higgs, deadpan, "we planned to send out word that we would train 15 or 20 girls to decorate dinnerware, as a nucleus for the 400 we shall use when you get our building ready. Next morning only 1,000 applicants showed up."

Higgs' place is not in any city, but about half way between San Juan and Arecibo. Some of his applicants came from the latter city, 26 miles away. The first day he distributed only 600 application blanks because that was all he had. The second day he handed out another 1,000 blanks.

He gave standard aptitude tests to all who had at least eighth grade educations and spoke English. About 70 per cent qualified.

At his training school, later, I watched some of those girls learning to stripe dinnerware, to apply transfer decorations, and taking tests for office work. Certainly I would not question Higgs' verdict that he wouldn't have done any better with untrained country girls back home.

Harry Keller is a young engineer from Newark. When war's end ruined the market for bomb sights he floundered awhile. His only

other skill, acquired "hunting and fishing my way through Lafayette College," was winding bamboo fishing rods. But no suitable bamboo from French Indo-China was available.

A friend in the Quartermaster Corps told Keller about a superior bamboo developed, after 17 years of experimentation, by the federal agricultural experiment station at Mayaguez. Keller went there, found the new bamboo even better than he had hoped, and stayed.

The Puerto Rico Reconstruction Administration rented him, for one cent a square foot a month, some unused warehouses up in the hills above Mayaguez.

He located there partly because he could get this suitable space cheap—partly because there was a community of 200 families that hadn't had regular work for years.

Yet in 1947, with less than a full year of operation, Keller was able to ship 10,000 completed deep sea rods, and as many more shafts ready for fitting, to the States. They were fine hand-made jobs, and his jibaros—the island's peasants—had mass-produced them so efficiently that he sold them to retail at \$19 to \$22.50, according to length.

Help for expansion

RAMON PEREZ, Jr., then director of PRIDC's handicraft division, suggested that Keller take other empty warehouses and make bamboo furniture of a design developed at the experiment station. When Keller protested that he had just about enough capital to keep the fishing rods going, Moscoso provided three fourths of the money needed for a furniture plant, with no security except a chattel mortgage on equipment.

In two years after he went to the island to look at bamboo, Keller was employing 45 men and ten women in his fishing rod plant, and had 30 workers in his furniture factory while he waited for a sales contract with one of New York's big stores.

In the little mountain village of Ciales, 90 miles away, whose people had been workless since cigar-making folded before the war, a subcontractor was using 30 more persons weaving seats and backs for Keller from the spearlike top-most tips of the royal palm.

When he arrived, Keller knew nothing of the island, its people or its language. He attributes much of his success to his foreman, Angel Olmo, a smallish, quiet,

(Continued on page 78)

For the first time ever!
NOW YOU CAN GET
ALL THE G-E FLUORESCENT
LAMPS YOU WANT!



G-E LAMPS
GENERAL  ELECTRIC

NO need to wait any longer! Now G-E fluorescent lamps are just as easy to get as all the other popular General Electric lamps!

NOW'S THE TIME to fill those empty sockets, replace blackened, burned out tubes and go ahead with lighting modernization.

FOR THE FIRST TIME since General Electric introduced this sensational new light source ten years ago, production has caught up with the tremendous demand.

NEW FACTORIES are turning out G-E fluorescent lamps by the millions—all manufactured to those high standards of quality that have made G-E the first choice of buyers everywhere. (Only slimline and circline are still scarce).

SEE YOUR G-E LAMP SUPPLIER TODAY. Whenever you buy lamps, look for this mark of quality



Acorns of Industry: LEATHER AND SHOE MANUFACTURING

THE New World's abundant oak and hemlock forests got the colonial tanning industry off to an early and flourishing start. New England was its cradle. Obeying the old law that hides must go where the bark is, the industry's geography was shaped by the pioneer's ax. As forests vanished or became denuded of bark, New England tanners were forced to limit themselves to uppers leather. Tanners of sole leather at first moved to New York and New Jersey, then to Pennsylvania. Shortly Virginia and the Carolinas became the major colonial tanning centers for sole leather, with New England better than holding its own in uppers leather production.

It was primarily a home consumption industry, to begin with, with boots, shoes, harness and leather breeches its immediate objectives. Nearly every colony passed restrictive laws to control it—prohibiting exports of hides to encourage local tanning, and exports of leather to encourage local leather manufactures. Virginia passed laws requiring each county to establish tanneries and provide leather workers.

Tanneries grew rapidly

THE colonial tanneries were large affairs for their time and used quantities of imported hides. Special "bark mills" for grinding bark were established as early as 1661. Not long after that water-powered "beating mills," to soften leather for making leather breeches, came into use.

Long before the close of the colonial period the industry outgrew the meaning of the restrictive legislation. The lush grasslands of the frontier produced an abundance of cattle that made hides an export item. Massachusetts exported coach harness and saddles to Latin America; boots and shoes to Canada, the West Indies, as well as the other colonies. Shops in Albany began to specialize in Newark-made boots and shoes. Virginia and the Carolinas exported sole leather to the West Indies as well as to New Jersey and New England.



Nearly every colony encouraged tanning by prohibiting export of hides

On the eve of the Revolution, the industry had passed the homespun stage. The term "sale" shoes, meaning those made for general sale, as against custom-made shoes, had come into popular use. General merchants, who contracted in advance for the output of artisans, were the great distributors of "sale" shoes. There were also important master shoemakers who sold their products directly, and made shoes for general sale as well as to order.

Between the first years of the Republic and 1840, these two forces—the merchant contractor and the independent master—fought it out for control of the industry. The battle was not long in doubt. Shortly after the turn of the century the masters introduced piece-work methods. They used "out-workers" whom they supplied with materials from central warehouses, and who made boots and shoes at home, with the aid of the whole family.

Centralized control under the master employer, who supervised the whole process, made strict inspection possible. Lasts were standardized. The masters brought the quality of the wholesale shoe closer to that of the custom-made. Emphasis on style brought glamour to the "sale" boots and shoes.

Mechanization began after 1840, when the "pegging" machine was introduced. In rapid succession

came machines for rolling leather, splitting uppers leather, binding edges, stitching uppers, attaching heels. Then came the most important of all—the McKay stitcher—which reduced the cost of attaching soles to uppers to about three cents per pair. Power-driven machinery came into general use. These developments tipped the scale decisively in favor of the independent master; laid the foundation for the factory. The last vestiges of mercantile control began to disappear from the industry.

A government order for 800,000 pairs of military boots at the beginning of the Civil War helped complete the transition from "pegged" to sewed soles. Within ten years, at about the time when the Goodyear stitcher, using a welt to attach sole to upper, appeared on the market, we were producing annually 25,000,000 pair of McKay sewed shoes. The value of boots and shoes manufactured in 1870 was \$147,000,000.

The gigantic pattern of today's shoe manufacturing industry was already largely set. Leather was being produced in 40 states, with Pennsylvania, New York and Massachusetts accounting for half of the national output, valued that year at \$200,000,000. Pennsylvania led all other states and Philadelphia ranked as the world's greatest tanning center. Large tanneries

had appeared in the Ohio Valley cities as well as in Chicago and Milwaukee.

Boots and shoes were being produced in 35 states. Outside New England, still the top producer, Chicago held top place, with Rochester, New York, and Philadelphia not far behind. St. Louis was already among the ten leading shoe manufacturing cities. California, using Chinese labor, ranked eighth among the shoe manufacturing states.

Within 15 years after the Civil War, the shoe manufacturers began to introduce novel merchandising methods. Using advertising directed at the consumer, they emphasized trade-mark brands and standard prices. James Means and Company and W. L. Douglas put on the market almost at the same time widely advertised and trade-marked lines of shoes, with "\$3" stamped on the sole of each shoe. The age of the independent artisan master had passed into history along with that of the merchant contractor.

—LAWRENCE DRAKE

Identification

MACK SNIBBY of Washington, D. C., had long thought that holding a good job wasn't quite good enough—he wanted a business of his own. Then one day a querulous bank teller refused to cash a check for him. He'd shown the man three standard forms of identification—only to be asked for "something with your picture on it."

A few days later he told the story to a business associate, and suggested that they design a so-called "perfect" identification card.

That led to the establishment of the Universal Identification Service—and specifications for a fool-proof identification card. After several months' experimentation, came the finished product: a pliable, lightweight, aluminum affair. It's $2\frac{1}{4}$ " x $3\frac{1}{2}$ ", wallet-size, carries the bearer's picture and signature and no less than 27 items of pertinent information. A complete physical description, personal data, and the name, address and phone number of the person to be notified in case of accident are listed along with the bearer's name, business and home addresses and phone numbers, and his title or occupation.

So far, business prospects look good, with many queries coming in.

—MARY JANE BRUMLEY

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MANUFACTURERS and wholesalers from coast to coast will use our Commercial Financing Plan to a total of hundreds of millions of dollars in 1948. Perhaps your business, like those quoted above, can operate more efficiently, expand more rapidly with a more liberal source of operating cash. If so, you should read our book, "A Better Way to Finance Your Business."

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long you can use it. See how it frees you from worries about renewals, calls and periodic clean-ups of loans—how you no longer need borrow on anticipated requirements. You may find that you would have to secure a rate of 4% per annum, or less, on a commercial time loan to keep the cost comparable.

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HUFNAGEL—U. S. D. A. PHOTO
Wheat experts like E. S. McFadden
are responsible for booming crops



HARPER

Grain Hunters of the West

By JOHN W. BALL

FIFTY YEARS ago a restless soul came out of Kansas to the Department of Agriculture. He was, to use the words of those who knew him, a "strange character." He was combative, almost belligerent. He was overbearing. But above all he was inquisitive.

Mark Alfred Carleton's curiosity led to discoveries that have changed history. He probed into nature's mysteries and came up with a lot of strange answers. His experiments led to studies that in the last half century have made America's grain production a wonder of the world.

Others, some resembling him in his diverse characteristics, carried on his studies. Among them, two in particular are active today. One is Edgar S. McFadden, now in Texas, who 30 years ago in South Dakota did much the same job Carleton started in Kansas. Joseph Danne, a man with virtually no extended education, is doing astounding things with grain in Okla-

AMERICA has become the breadbasket of the world but it is no accident that we are able to produce in such record-breaking quantity

homa. Hundreds, some prominent, some lost in anonymity, have added their bits to the progress of cereal cultivation.

By the time the last combine has ground to a stop, this year's wheat crop will reach almost 1,300,000,000 bushels—next to 1947 the largest harvest, by far, in history. At current market quotations, 1948 production will put \$2,600,000,000 into the pockets of American farmers.

What this tremendous production means can't be told in terms of bushels and dollars alone. Translated into bread, it would give every man, woman and child in the United States about 12 full pound loaves every week for a year. It is enough to provide for our domestic uses for almost two years.

But man doesn't live by bread alone. Nor is wheat used for bread alone. Millions of bushels go into the production of meat—as feed for livestock and poultry. It is used for hundreds of purposes—even in the manufacture of steel. The latter industry uses up to 500,000 bushels annually.

Wheat isn't entirely grain. The growing blades, particularly in the winter wheat areas, provide excellent pasture for our beef crop. Wheat straw has a myriad of uses—from making straw board and packing cases to use in packing delicate articles for shipment.

Nor is this all. The American farmer has replaced the GI in the front ranks of the fighters for freedom. Grain from our Great Plains

TRY THIS SAMPLE OF WHAT'S COMING!

ADVICE TO YOUNG MEN

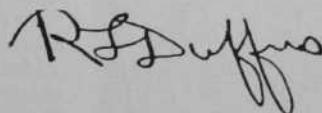
AS A MATTER of fact, and within reasonable limits, a woman is pretty if she thinks she is. I have studied this matter a great deal over a long period of time and I am able to detect a pretty woman or girl at a distance of a city block without even inspecting her features. A lady who knows she is attractive and intends to go out and raise havoc with the opposite sex shows it in the way she gets over the ground. I have made this study in the most detached and disinterested way—otherwise my results would have no scientific value—and if I were a young man and wanted to keep my freedom and stay out late nights and play poker or attend lodge meetings or just sit around the back of the drug store and talk politics I would know when to run. I pass this information along free of charge to today's male youth. It won't do them a bit of good.

TAKE A RIVER

GEOGRAPHY baffles me. On the maps, rivers are usually straight, or proceed in big, sweeping bends. In reality they are as crooked as so many snakes with the hives. Take the Connecticut, between New Hampshire and Vermont. Take the Shenandoah. Take the Potomac. Take any river that is available. The way they waste mileage, and the way the map makers cover up this fact is scandalous.

WHY NOT WASTE TIME?

SOME FRIENDS have been threatening to teach me to play bridge, a game in which my proficiency ended when auction bridge went out shortly after the first World War—or was it the Spanish-American War? I think I shall give in. I regard proficiency in such games as a waste of time. But why not waste a little time? There is a lot of time lying around. I do not advocate idleness. But I do advocate forgetting occasionally the unsolved and perhaps insoluble problems of this world and trying to deceive and outwit one's friends and neighbors by the manipulation of some painted pasteboards. Let us all relax once in a while. The earth will go right on turning on its axis and we shall feel better equipped for the next morning's mail.



HERE is just a taste of a new feature which will appear in Nation's Business in October and each month thereafter. Do you like it?

MR. DUFFUS is not new to us. He has been writing material just like this sample for more than four years, in a little booklet called *A Fair Prospect*, which we sent each month to a few advertisers, advertising prospects and other friends.

Some of them say:

I should like to pin medals, clusters, and other decorations on your Mr. Duffus. I think his articles are tops in that sort of writing.

—THE REV. KENNETH OWEN CROSBY, *Owen, Wisconsin.*

... indeed delightful reading.

—JAMES H. MCCLURE,
St. Regis Paper Company,
New York.

Your comments on the tremendous or the trivial are equally delightful.

—CARR LIGGETT,
Carr Liggett Advertising,
Ino., Cleveland.

May your days be many and your copy continue to be as always—uncharted, unpredictable, unhurried, but as refreshing as a Mint Julep to us less-fortunate format slaves.

—JOHN P. TAYLOR,
Radio Corporation of America, Camden, New Jersey.

Your style is most refreshing in these times when good writing and good conversation are rapidly becoming lost or neglected arts.

—RALPH F. MACKENDRICK,
Quincy Chamber of Commerce, Quincy, Massachusetts.

Watch for R. L. Duffus in Nation's Business for October.

has put food into the mouths of the hungry in Europe and Asia. The liberality of our exports has been one of our most effective weapons in halting the spread of Communism and in preventing the establishment of totalitarian police states on the famine-wrecked ruins of countries that once were free.

For each of the last three years, our grain exports have equaled our annual production of wheat of a few years ago—1933 and 1934. They match total world production of a century ago. Thanks must be given to a kindly Providence for a series of unusually good growing years. But chiefly credit must go to the agricultural scientists, men in Government employ, who have carried on their search for a better wheat with the zeal of a prospector on the trail of the mother lode, or a wildcatter with the smell of a gusher in his nostrils.

Ironical and overlooked is the fact that our tremendous wheat production of the last five years was helped immeasurably by the friendly co-operation of Russian Government agronomists 50 years

ago. All of our Great Plains winter wheat stems from stock that came originally from the steppes of Siberia. Most of these varieties were discovered by American investigators who went to Russia between 1898 and 1902 seeking types adapted to our soils and climate. These plant explorers not only were aided by Russian agronomists in Europe and Asia, but a Russian mission later was sent here to foster scientific development.

Research began in '90's

SCIENTIFIC improvement of wheat in the United States began just before 1900. Before that, wheat growing was more or less haphazard. Farmers raised their crops and retained some for planting. A century ago, the best was seldom saved for seed—it was considered too valuable to be dumped in the ground.

Since 1900 research has progressed steadily, reaching a peak in the last 20 years. To Carleton goes the credit due the discoverer, the pioneer who made our wheat industry what it is today.

Carleton's most notable work was in selection of strains for definite purposes, such as resistance to disease or weather and in hunting out varieties with qualities suitable to the growing conditions in specific localities.

The Kansan spent many years in the federal service as a Government cerealist and his contributions to agriculture are unquestioned. But the man himself, aside from his genius in cereal culture, has been debated for many years by those who knew him and his personal habits and activities.

Carleton was summarily fired as chief of cereal investigations by the then secretary of agriculture, David M. Houston, in 1918. The charge was failure to pay his bills.

His supporters say he was a man mistreated by a Government to which he gave so much. Others blame him for lack of simple business sense.

These facts are indisputable: For what he accomplished he was underpaid. Secondly, his difficulties began with serious illnesses in his family. A daughter was stricken by infantile paralysis at 17 and died five days later. At the same time a son was taken to the hospital with a mastoid ailment. Carleton turned to his co-workers for aid. He borrowed from one to pay another, until his IOUs were a public scandal.

Brokenhearted, his friends say, by his forced severance from the work to which he had devoted his life, he drifted to Panama, to Honduras and finally to Peru, where he held a minor agricultural post. He died a few years later, but with much of his indebtedness paid off.

Studied wheat as a boy

CARLETON, as a boy in Kansas, grew up with wheat and, according to legend, started studying black stem rust when he was 11. When he entered Kansas State Agricultural College, he already was a self-taught botanist of no mean degree.

He first gave his attention to plant diseases. He selected from rust-stricken grain stocks that showed resistance. From these he bred a rust-resistant strain. He used the same process for drought resistance. But despite these efforts the Kansas prairies every few years still either shriveled from the oft-recurring hot dry season or rotted from too much moisture.

In his meanderings, Carleton was attracted to luxuriant wheat in the midst of fields blighted by rust or withered by drought. These were fields of the strange Russian religious sect, the Mennonites. They had brought their seeds from Rus-

Ironically, Russians assisted
Carleton in his wheat quest

HEROLD M. LAMBERT



sia. It is their religion to keep their God-given seed near at all times.

The first strands that Carleton noticed were a strain known as Kubanka, a durum spring wheat, from the Turghai Steppes in East Asia. The Mennonites had introduced this as early as 1873 in other sections. Several experiments had been attempted with it. But it was too hard for the millers of that day. Carleton saw its growing qualities, its yields, and believed there was a place for it in America.

By constant importuning of Washington authorities, he got a small appropriation. He went to Russia, got samples of the grain, studied the soils and climates where it grew, and inquired into its use.

Sampled many varieties

HE also sampled hundreds of other varieties of Russian, Swedish, Polish, German, Hungarian wheats, ryes, oats, maize, forage peas, millets, buckwheats, broomcorn millets, sugar corn, emmer, barley and spelt. He was impressed that all wheats originated in Russia. He brought back the Onigara bearded wheat from Japan, the Haffkani from Turkey, the bald Kaiser from Germany, the Italian Prolifero and Australia's twins, the Rattling Jack and the Rattling Tom.

Of Russian Kubanka wheat, Carleton said in 1900:

"The last season was unusually dry. In spite of the severe drought, there is very little shriveling of the grain. . . . It requires an exceedingly hot, dry midsummer climate for the most perfect development."

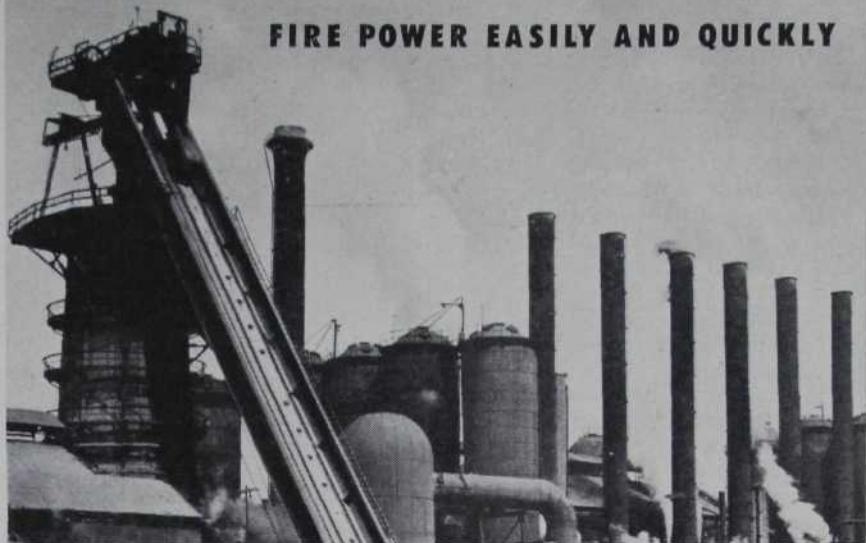
He explained that the soil and climate were similar to parts of the Great Plains and "certain dry, hot portions of New Mexico, Arizona and southern California." Significantly, he pointed out, "It is the species to which nearly all the macaroni wheats belong."

From this came our durum wheat, which last year provided 44,000,000 bushels for macaroni, spaghetti, vermicelli and similar foods.

An editor recently asked the writer how many times the spaghetti from 44,000,000 bushels of durum wheat would encircle the globe. He didn't explain whether he preferred thick or thin spaghetti. But America's most prominent cerealist, with a laugh, explained that either would make the sphere look like a ball of twine.

Until the introduction of durum wheat, American manufacturers of such products depended on imported wheat. Today they make the

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By itself, Carleton's discovery of Kubanka, which gave birth to a new cereal industry, should have been enough for any man. But his curiosity drove him on.

He discovered, among the hundreds of samples with their soil and climatic histories, the Kharkov variety, near Starobelsk.

Kharkov, or as it is best known, Red Turkey, was the greatest import this country has ever enjoyed. The bulk of our hard winter wheat springs from it. It has been improved, but it still remains the daddy of most of our wheat.

One of Carleton's important discoveries came when he lost his way on the Siberian Steppes. He had found a variety of wheat growing in the deep black soil in the Chernozem region—which, except for the soil, corresponded to that of the southern plains area. With his Russian guides he collected samples.

The next day the samples were missing. He turned back; got on the wrong road and reached a spot miles away. There the soil was grayer, more like that of his own Kansas.

There he found wheat, stronger, he thought, than his original discovery. He tried to explain to the Russians that this was the wheat he wanted at first, only to be met with smiles. Soon he learned it was the same wheat, only that it had changed its characteristics because of growing conditions.

This faculty accounts for the many different names wheat bears in different localities. Unlike other plants, Maryland tobacco, for instance, wheat once changed under such conditions does not revert back to the original type when returned to the soil where it first was grown. It takes on still different characteristics.

Continuous battle with rust

CARLETON also learned that the battle against rust by developing rust-resistant strains is a constant one. A strain may be resistant for several years, or until the rust finds a way to overcome that resistance. To maintain immunity, new strains constantly must be bred into it.

After Carleton, scientists discovered that rust develops on "alternate hosts"—chief of which is the barberry. On these alternate hosts, the fungus rests until it can overcome the wheat's resistance qualities. By eradication of barberry and the constant breeding of new wheat strains, the damage from stem



KNOLL—U. S. D. A. PHOTO
Joseph Danne's success in wheat, acquired without benefit of high education, has astounded science



rust, particularly in the spring wheat areas, has been reduced to a minor hazard. Years ago it often brought complete crop failures.

While Carleton was carrying on his early work in the United States, and a decade before his trip to Russia, Angus Mackay, a Scotsman living in Canada, made a discovery that did much to improve wheat cultivation. It was one of those lucky accidents and it stemmed from the misfortunes of war.

Mackay had moved recently into Saskatchewan along with thousands from eastern Canada and our Great Lakes states who had been attracted by reports of high wheat yields.

After two prosperous seasons, Mackay increased his holdings and prepared for a knockout harvest. But a minor outbreak of Indians in the far North brought Government troops through the area. They depleted the labor market, commandeered horses and wagons, and left Mackay without help or equipment. Half his land went uncultivated.

The thrifty Scot kept the weeds down on his barren plot and left it idle until the following year.

The Indian rebellion was short-lived. The next year, 1884, found Mackay cultivating all his land. This time the weather rebelled, and the belt was a dreary spot at harvest. All but those acres that had lain fallow the year before. There the grain was producing abundantly. It attracted attention for miles and a new theory of wheat raising was born. Today the value of a summer fallow is recognized. It means a crop every other year, but each farmer as a rule handles his acreage so that he has about the same in wheat each year.

At about the same time there were three wheat breeders in Canada who left a firm imprint. They were William Sanders, Dominion cerealist, and his two sons, Charles E. and A. P. Sanders. Charles succeeded his father as chief Canadian agriculturist.

Through correspondence, they did on a small scale what Carleton

did so prominently a few years later. From a Presbyterian missionary in Moravia (the home, incidentally, of that greatest of all plant geneticists, Gregor Mendel) they got samples of the highly productive grains raised there.

They developed the Hard Spring Marquis—as important to the Northwest as the Kharkov winter wheat is to the South. It was a cross between the Red Fife and the Hard Red Calcutta.

The Red Fife was a Galician wheat originally from the Black Sea regions of Russia. The Hard Calcutta came from the Siberian Steppes north of the Himalayas from where it drifted into India, whence it got its name.

Most of the varieties now grown in Manitoba, Saskatchewan and our northern states sprang from this Marquis strain.

The Marquis was a sturdy wheat, better adapted to the rigors of weather than the types formerly grown in the North Plains region. But it was subject to rust. Some years this rust wiped out virtually the entire crop.

Good comes of evil

SUCH a year was 1916 in South Dakota. Some good came of that evil, however, for the plague proved to a young Dakota scientist that he was on a right road.

McFadden was a student at South Dakota State College. His father had been injured by a bull several years before when the boy was 13. The youngster plunged into the farm work. Before the season was over he saw most of his labors wiped out by rust.

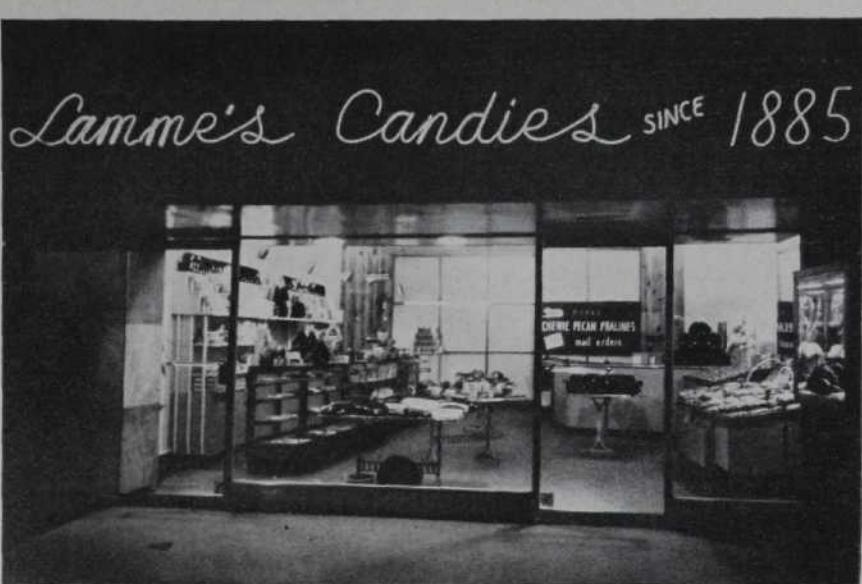
The visitation of the bright red spores intrigued him. His sharp eyes detected that one wheat—the wild wheat called emmer or spelt, that Carleton had noted in Russia—stood erect.

At college a few years later he discussed this wheat with his professors. They told him his thoughts of crossing it with Marquis to get this rust resistance was impractical—that the chromosomal count was different and any hybrid resulting from the mating would be sterile.

But McFadden's curiosity—so valuable in all science—was too aroused. He tried the experiment. After a long, tedious job he developed the first year a few scrawny seeds. Out of them the next year only one plant grew.

In 1918 he planted the seeds from this one plant. They were fewer than 100. Then McFadden was called into the Army.

That fall, he asked for a fur-



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lough at the West Coast post where he was stationed, giving as his reason the need to harvest. He didn't reveal the crop he had to harvest was no larger than a man's shadow. But he saved his wheat.

On being discharged, McFadden went to the Department of Agriculture, where he carried on his work. A congressional cut in appropriations for agriculture experiments sent him back to his prairie farm.

Drought burned out the 1921 crop; hail took it the next year. In the spring of 1923 McFadden warned his neighbors that a rust plague was due. He had noticed the old, familiar red spores whirling in from the South. His farm mortgaged to the hilt, nobody would trust him with more funds to carry on experiments.

His neighbors, who thought him a "queer one"—as others 20 years before had thought of Carleton—changed their minds when his prediction of rust came true. They saw in his experimental plot the only strong stand of wheat in the neighborhood.

McFadden chose a perfect name for his new wheat breed—Hope. Later strains he called Pilot and Rival. Last year it is estimated that the resistance bred into the grain from these strains, plus eradication of barberry, added more than \$150,000,000 to the purses of wheat growers in the Dakotas, Montana and Minnesota alone.

Strains for varied conditions

LITTLE dreaming where their discoveries would lead, these pioneers laid the groundwork for studies just now reaching fulfillment. These studies are giving the wheat farmer a long list of strains adapted to the differing conditions in the Middle West.

On all lists is a new variety, the Triumph. Only five years old, it has spread like wildfire through the Panhandles. It is early and high-yielding. It is the product—the cross undisclosed—of a bachelor, mine-run farmer, Joseph Danne, of Oklahoma.

Government and State Agricultural College scientists are intrigued by Danne's genetic mysteries. Like Carleton and McFadden he began his study of wheat as a boy. Without the benefit of advanced knowledge, Danne has run the gamut of successful breeding, from flowers to chickens.

Beside Triumph, he has brought out Reliant and another, still unnamed, seven days earlier than Triumph. He had bred hybrid lilies, hybrid wild flowers, crosses of corn

and sorghum, and is working on a new strain of chickens. His pedigrees are laid away to be given to the world upon his death.

Danne also is an amateur astronomer. He has a home-made telescope in his backyard. Like so many that came before him, his neighbors once thought him a "bit queer" but his fabulous work in wheat has led them to recognize that, instead, he is a genius.

Government men, however, produced most new varieties—all crosses of original types, selected for resistance to wheat enemies. John H. Parker, a department botanist at Manhattan, Kans., gave the world—after years of experiment—the popular Comanche, Pawnee and the ever-present Tenmarq. Earl G. Clark, at Sedgwick, Kans., produced the Blackhull, the Chiefkan, the Red Chief and the Clarkan, the latter a soft winter wheat. He disproved a tradition of the Southern Plains—that beardless wheats couldn't grow in the climates of Kansas—with his Chiefkan and Red Chief.

Each of these new varieties has truly been treasure, each golden kernel a nugget that has helped to stock the larder of humanity.

Helped feed the world

THERE is no accurate measurement for how many additional bushels the new breeds of wheat and improved methods of cultivation have added to our nation's crop. But those who know are generally agreed that the average yield is in the neighborhood of five bushels an acre greater than the earlier types would have made.

This year about 72,000,000 acres are expected to be harvested. The answer would be 360,000,000 bushels—without which the world couldn't have been fed for the past four years.

Many of our treasure hunters have been motivated by the desire for gain. The desert rat with his pick and burro and the oil man with his drill and derrick have had the promise of quick reward if they struck it rich. The stimulus of profit which drove these men did much to hasten exploration of this continent and development of our natural resources.

The quest for better wheat has been pursued by a different breed of man—an individual with the same sense of curiosity and adventure, but one who was content to find recompense by enriching the lives of others.

In America, fortunately, there is the opportunity as well as the need for both types.



1



2



3



4

Champ Strike Deflector

(Continued from page 45)

had to be met squarely. When a plant superintendent did things that stirred up labor trouble, we changed both the superintendent and the trouble. Meanwhile, we insisted that the union curb its trouble-makers."

At McGrady's suggestion, RCA and the union adopted a six-point program for minimizing any disputes that flare up.

Under this program, any worker with a grievance can talk it over with his immediate superior. If they can't find a solution, they bring in the shop steward. If these three fail to agree, they lay the problem before the foreman of the department and the union's division chairman.

Should the grievance still persist, it is laid before a conference of the general grievance committee of the local union and the general superintendent of the plant. A problem which still is not resolved is discussed by officials of the international union and McGrady himself. Finally, any matter which cannot be adjusted is put to arbitration.

"This system has worked wonders," McGrady maintains. "It has also worked wonders for hundreds of other companies."

Federal action no solution

ONE trend in labor today distresses this veteran. That is the tendency toward more and more government intervention in labor disputes.

"Years back, it was the exception when the Government stepped into a strike," he says. "Today it is the rule. And it is a bad one. Once Government gets into labor, it will enlarge its sphere until it controls labor and management both."

McGrady believes that the federal Government should intervene in a strike only on the request of both parties. His sole variation to this thesis is in the case of disputes—like a coal strike or a railroad shutdown—so big that they threaten the economy of the entire nation.

"And, believe me," he declares, "when I make this suggestion, I am making it in behalf of everybody, labor, management, and the public. The one thing I've learned in 50 years is that all three are inseparable."

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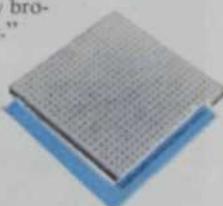
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America Is Coming On

(Continued from page 31)

cal animal as "William Allen White's America" and "On Active Service" are not merely entertaining narratives, but data relative to the inquiry that we are bound to make.

It is too much to say that this proves—though it certainly indicates—the existence of an energy in our people that is a far cry from the paralysis of the utterly bewildered. Still stronger evidence is the adoption of the Marshall plan, an event as unprecedented and as profoundly American as the writing of the *Federalist Papers*.

Helping customers

IT IS true that the use of money in diplomacy is as old as diplomacy itself. It is true that the reconstruction of a devastated region by the conquerors is nothing new. The Romans did it habitually. But old-style diplomacy used money to raise allies, and the Romans worked at reconstruction to raise taxes. The Marshall plan is the first use of money through diplomacy for reconstruction to raise,

neither allies nor taxes, but customers.

Other nations, notably Britain, have understood that trade is a civilizing influence, but it took the American business man to realize that the customer is no less important than the goods, and to be willing to go to great lengths to keep a good customer in the market.

Harold J. Laski, certainly no great admirer of capitalists, in his new book on "The American Democracy," notes that the daring of the American business man in risking his capital on an untried scheme simply because it seems to be logical is far beyond that of any other business man in the world. But it is really of a piece with the daring of the American citizen when he risked his political fate on the untried scheme of the Constitution, simply because it appeared to be the sensible thing to do.

I have asserted that America is not coming back, but coming on; that it stands today in a new place, one that it had never reached before. As regards the external fac-

tors, that is true; but it is not true as regards the internal factors. Before this we have faced other questions to which we knew no answers; we have worked in utter darkness, feeling our way through where we couldn't see—and were not happy about it; we have had to study America hard, and then summon up nerve to back our judgment. And before this, as the events proved, we had the judgment.

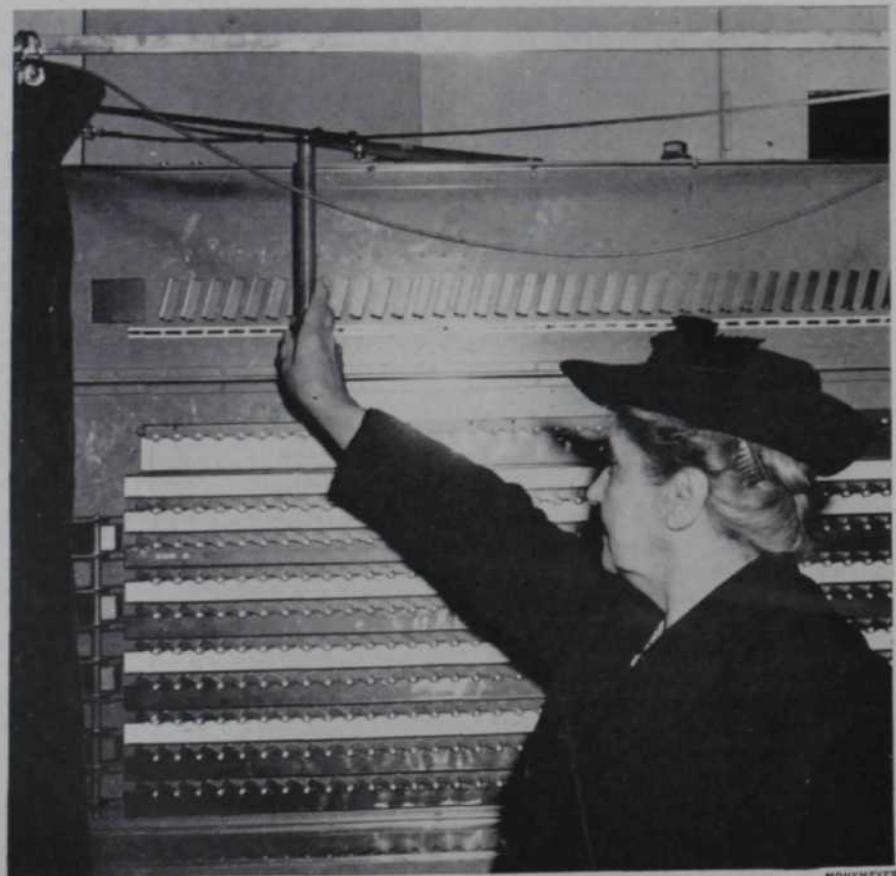
And yet earlier, as we worked through a period of doubt and perplexity, when we were sweating very much as we are sweating now, the period did not prove to be the prelude to ruin. On the contrary, it was just then that we accomplished our most brilliant work as a people—the firm establishment of the United States of America.

Kept our good qualities

THERE is evidence, not conclusive, perhaps, but encouragingly strong, that two of the three qualities that brought us through after 1789 have not gone out of us. The ghosts of Hitler and Mussolini can testify fervently that the fighting spirit has not disappeared. The soberness with which we are examining our institutions and the adoption of the Marshall plan indicates that a realistic determination to face the facts and the cold nerve to back our judgment have not departed from us.

There remains the third factor—have we the judgment that we had when Hamilton, Madison and Jay were expounding the Constitution, when Washington dared crush the Whisky Rebellion and Adams dared make peace with France—both regardless of votes; when Jefferson made democracy a condition and not a theory, and when Monroe rejected appeasement and defied the Holy Alliance? That is the \$64 question. On that, not the destiny of the United States alone, but the course of western civilization will most likely turn.

Nobody but Pollyanna will answer it gladly. On the other hand, nobody but Gloomy Gus will answer it sadly. We just don't know. The brains of a statesman are tested by the results he achieves. A program is different. A program, even when there is no precedent to serve as a guide, may be subjected to logical analysis. But a President can be measured accurately only after he gets into the White House. The handsomest President was Warren G. Harding, and the one who looked most like the traditional singed cat was



In crises, Americans have a record for choosing well

Abraham Lincoln. The most eloquent President was Wilson, who was also strong; yet stronger was Washington, who was quite literally speechless until Hamilton, or Jay, or some other able ghost-writer gave him words.

Yet it is a fact that, when the voters are interested and alert, they have hitherto demonstrated an uncanny ability to choose a good man. It is when the people vote on measures, rather than men, that the bad mistakes are made. In the spring of 1948 they were unquestionably interested and alert, and they were certainly deciding among men rather than among measures. It is possible, of course, that by November the politicians may have dampeden the popular ardor with a stupid campaign; but in the spring there were indications that the test of the people's good sense would be made under favorable conditions.

The business man is right. A new spirit is abroad in the land, a spirit that is not much interested in car-loadings or bank clearings or in the triumph of one party over another, but is intensely interested in making this republic function efficiently during the next five or ten years. This means that we shall probably have to revamp a good deal of our thinking and rearrange a good many of our attitudes in the near future, which is even more tricky, expensive and exasperating than the job of retooling a gigantic industrial plant. But the man who has already decided that it is hopeless should no longer participate in active life; he should retire to a home for the aged where he can mutter in the chimney-corner without disturbing people who have work to do.



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Education—By Act of Congress

(Continued from page 40)

former GI goes to work at the trade or business which he intends to follow as a vocation. The trainer—that is, the employer—receives no tuition—some cut the veteran's wages—and the veteran gets \$65 or \$90 a month subsistence, single or with dependents, and adjusted according to his wages.

Many training on the job

CLOSE to 500,000 ex-service men and women are receiving on-the-job training. The largest group, more than 150,000, are being groomed for managers, salesmen and clerks. Prospective automobile mechanics top 61,000 in addition to 45,000 in schools. A less ambitious 2,000 are perfecting themselves as car washers and parking lot attendants. Printing shops have 23,000 and 2,000 more benzine boys are in schools. Working authors, editors and reporters number 1,300—with 11,000 scholastic journalists. Already wearing badges are 3,500 policemen, firemen and private watchmen and an equal number are in classrooms.

Pole-climbing linesmen are an impressive 23,000. As far as records show, nobody has started a school for them. Junior bartenders number 210; sailors, studying during their regular watch to become officers, 298; railroad brakemen who hope to be conductors, 73, and girls becoming domestics, 191.

On-the-job training is really efficient under the apprentice system in organized trades. It is supervised by union and employer, both interested in a good job. Every trade is represented, but the impressive numbers are carpenters, 22,000; building trades, 19,000; machinists, 17,000; plumbers, 17,000, and electricians, 16,000.

The third form of GI instruction is institutional-on-farm training which started after World War II. The veteran can work on the family's or another farm. However, he or she must also attend school 200 hours a year and at least eight hours in each month. The 200 hours seem easy during slack seasons but a jaunt of possibly 200 miles for a few hours in school during crop seasons is a hardship. A travel-tired student will not learn much in eight hours but government controls are like that.

In the few years since the Government plunged into veterans' education without experience or

precedents, legislation to improve these programs has occupied every session of Congress. The basic laws are No. 16, which provides vocational rehabilitation for disabled veterans, and No. 346, popularly known as the GI Bill, which offers education and training to all other veterans. Less than one tenth of the veterans are under No. 16, and they are closely guided and supervised by Veterans Administration.

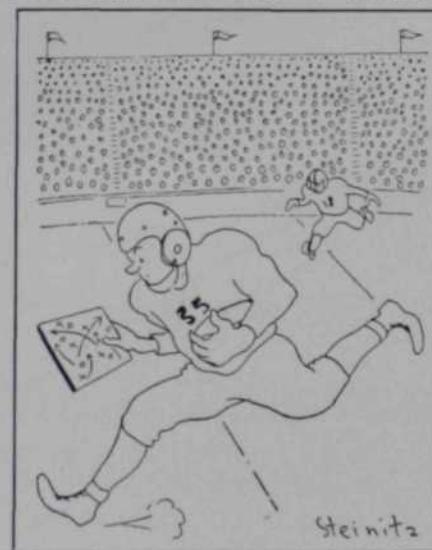
Supervision of the other nine-tenths under No. 346, is largely on a "Let George do it" basis. Mindful of states' rights, Congress specified that only the individual states can decide what schools or employers are qualified to train veterans. So as not to interfere with individual independence, each veteran is allowed to pick the school or employ-

school, the ex-GI receives \$75, \$105 or \$120 for subsistence, depending on his single or married status. The Government may pay \$2,667 for his education and from \$3,600 to \$5,760 for his living expenses.

Differences in educational standards, rather than in their enforcement, between the states have been continuous sore spots. While New York and some other states are strict, Illinois, Iowa, Colorado and Texas are at the other extreme. GI education costs a state nothing and many welcome it as a federal dole. The veteran decides what school or job suits his taste. Veterans Administration consults its card index and, if the school or employer is approved by the state, starts sending the checks. It may mail one of its neat booklets to the veteran, advising that there are 1,000 qualified persons for each vacancy in the job he has in mind, but he is free to ignore that guidance.

Aviation schools are most generous in giving free rides to embryo pilots. One in Iowa picks up farmer pupils within a few hundred miles' radius every Saturday for a weekend of joy riding. They need not take an examination at the end of a semester, just drop out. Others split tuition fees with pupils. An experienced pilot can enjoy flying in spare hours by enrolling in a school.

Control by purse strings



er for his future vocation. Following the pattern of diffused authority, Veterans Administration set up 13 branch and 70 regional offices, each of the latter administering the law according to its own interpretation of policy.

Anyone who was in military service for as long as 90 days between Sept. 16, 1940, and July 25, 1947, can have a year of school or training under No. 346, with an additional month for each month of service up to 48 months. He must apply within four years after his discharge or before July 25, 1951. As an academic year is nine months, the Government will allow \$500 a year for tuition and school supplies for five years and three months. If annual charges are more than \$500, time is deducted at \$2.10 a day rate—a \$710 year taking 100 days from a veteran's later years. Each month in

THE only control Veterans Administration has over schools is through the purse strings and that is not all-embracing. If a school has: (1) started since June 22, 1944; (2) charges more than \$500 for tuition and supplies on an annual basis, or (3) has materially raised fees, it must sign a contract. The school's profits and fees then are fixed, but without infringing on the state's right to decide its educational qualifications.

As a result of the last appropriation bill by Congress, some "fun" courses no longer are free for the asking. Regional offices since July 1 screen new applicants for flight training, dancing, photography, tending bar, developing personality, public speaking, sports and athletics and music unless the studies are part of higher educational courses. The ruling does not affect former service personnel enrolled in such courses before July 1.

The new applicant for on-the-job training, unless he is an apprentice, also must convince a regional manager that what he is learning will be useful. Each re-

gional manager will decide individual cases, whether such training as aviation or motor mechanics, for instance, will help in that veteran's future activities.

Most of the veterans have been in established institutions and scandals with fly-by-night schools, though receiving sensational publicity, are few compared to those with on-the-job training. Some states go through the formality of approving each employer as qualified. Aside from big corporations with apprentice systems, the bulk of 350,000 establishments giving such training have only one ex-GI on the premises.

Checking is superficial

CHECKING on each of them is a big and thankless job for the states, and Veterans Administration is swamped by the numbers alone.

There are not enough officers to police 500,000 jobs scattered over the country; none is an authority on every trade or occupation and all Veterans Administration can do is to stop a trainee's subsistence allowance if he is not learning anything.

The weaknesses and abuses which jeopardize the big program of GI education and training are clear to everybody. That they must be corrected is equally clear.

Authority now is so divided within Veterans Administration, between 48 states, among employers, schools and the individual veteran that somebody else can be blamed for everything that is wrong.

The abuses and frauds, whether by fake schools, crafty employers or a few ex-GI's, can be easily discouraged by prosecutions. Those who exploit such a worthy cause and discredit millions of serious veterans should be exposed.

The GI education-and-training program is a great effort in education by the federal Government. The nation can profit from the experience. It has exposed the school systems of many states as incompetent, slovenly and political playthings. Each state is responsible and the Government cannot help the shiftless. The billions already distributed for GI education and training have aided millions of worthy young men and women and demonstrated to the public that paid the costs that more billions in federal subsidies for aid to education would be pouring money down the sewer in some states while other states do not need or want it. The veteran has gained and the public may save on future taxes.

Insurance...and YOU

#8 of a series of informative articles
on insurance and bonding.

Which would you rather lose— property dollars or income dollars?

If disaster shuts down your place of business, you will suffer an income and a property loss. You need protection against both!

Property insurance alone won't protect you against loss of income, but Hartford's Business Interruption Insurance can do just that. If fire, storm, or other hazards insured against, force you to suspend business, Business Interruption Insurance can protect you against loss of anticipated earnings.

Business Interruption Insurance can give you just what your business itself would have given you if no interruption had occurred.

Here, briefly, is how Business Interruption Insurance protects you:

BUSINESS BALANCE SHEET FOR ONE MONTH

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Sales	\$30,000
Cost of Merchandise	18,000
Gross Profits	\$12,000
Expenses	10,000
Net Profit	\$ 2,000

After Fire—WITHOUT Business Interruption Insurance

Sales	None
Cost of Merchandise	None
Gross Profit	None
Expenses continuing during shutdown	\$ 7,000
Net Loss	\$ 7,000
Add. Anticipated Profit Prevented	2,000
Total Loss	\$ 9,000

After Fire—WITH Business Interruption Insurance

Sales	None
Cost of Merchandise	None
Gross Profit	None
Income from Business Interruption Insurance	\$ 9,000
Expenses which continue	7,000
Net Profit	\$ 2,000

(Same as was anticipated had no interruption occurred)

Hartford's Business Interruption Insurance is adaptable to almost any business enterprise; stores, factories, garages, theatres, hotels, etc.

The Hartsfords have prepared work sheets to help determine how great a loss you might suffer and how much insurance you will need to safeguard your income. Write for them—there's no obligation!

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Writing practically all forms of insurance except personal life insurance
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Disease Beats a Slow Retreat

(Continued from page 37)

veloped an immunity to the drug. Larger and larger doses were required, finally exceeding human tolerance.

At about the same time it was found that drugs of a chemical family known as the sulfones, vaguely related to the sulfa drug group, also were effective against the tubercle bacillus. But they were much less potent than streptomycin and far more poisonous. It was impossible to give human beings a dose large enough to be of much value. The germs, however, developed no immunity to the sulfones. Recent Public Health Service experiments have shown that a combination of streptomycin and one of the least toxic of the sulfones has about three times the curative value of the mold extract alone and effectively prevents the bacilli from acquiring immunity.

Malaria an old scourge

ONE of mankind's greatest scourges has been malaria. The thesis has been advanced with considerable justification that this malady brought the downfall of two of history's greatest civilizations—that of the Romans and that of the Mayas of Yucatan. It so undermined the strength of these once virile people that they lost the vigor to maintain their institutions and fight their enemies.

For 300 years quinine has served as the basic suppressive for malaria. Originally the cinchona tree, from whose bark this drug is obtained, grew only in South America. But, at the outbreak of the last war, it was cultivated chiefly in the Dutch East Indies where the plantations soon fell into the hands of the Japanese. Since the South American supply was far from adequate the best recourse was to the German-developed atabrine. Though it could not cure malarial infection, it could suppress the symptoms so that armies would not be crippled in the field.

Throughout the war there was intensive research to develop better suppressives. Three—two American and one British—now are available. A specific "cure" for one form of tropical malaria has been developed.

Malaria can be transmitted to man only by the anopheles mosquito. The classic program for prevention of the disease has been to eliminate the breeding places of

these insects. It now is largely possible to wipe out the mosquitoes themselves through new insecticides. So far as a "cure" is concerned, malaria still is a major problem of medical research.

In the face of this parade of prevention and cure, one may wonder that anybody dies or is seriously ill any longer. But as the average individual lives longer he becomes more subject to those killing diseases of middle age.

Heart diseases are the leading causes of death in the United States today. They killed nearly 500,000 last year, a mortality rate of approximately 307 per 100,000. Here medical progress has included only a few notable advances. A heart condition, disabling and hitherto eventually fatal, is thyrotoxicosis, due to an oversecretion of the thyroid gland. Within the past three years it has been found that excess formation of the heart-speeding thyroid hormone can be counteracted with thiouracil, a new drug remotely related to the sulfa drug family.

A seriously weakened heart often has followed childhood attacks of rheumatic fever. At present this disease is treated successfully and relapses prevented by

sulfa drugs. These maladies, however, are not major causes of heart deaths and have had little part in the increase. The red ogre is high blood pressure with its heart and kidney complications, a disease of life's middle years. There have been few advances in actual treatment, and the value of these remains somewhat debatable.

Surgery on nerves

MUCH has been written about "sympathectomy," surgical isolation of a large part of the sympathetic nervous system which controls the physical manifestations of man's emotions, such as higher blood pressure and faster heart beat in moments of fear, rage or excitement. This, at best, is a difficult and delicate operation, of value in carefully selected cases. A major advance in the past three years has been the discovery of a means of blocking off this sympathetic system temporarily by injections of a drug known as tetraethyl ammonium. It is hardly a treatment, *per se*, but does indicate which patients might benefit by the sympathectomy operation.

Cancer causes one out of ten deaths in the United States, about 180,000 each year, and the death rate increases about two per cent annually. The facts are discouraging and gruesome. Approximately



"It's doubled our sales of ice cream and castor oil!"

\$16,000,000 a year is being spent on research in this country alone. The results to date are philosophically interesting, and may be foundation stones for important developments. But a "cancer cure" still seems far in the future.

There now appears only one practical treatment—early diagnosis and complete eradication of cancer cells by surgery or radiation. Probably the greatest single development of the past decade is the surgery of Dr. Alexander Brunschwig of the New York Memorial Hospital. It consists of such radical removal of tissue that not so long ago surgeons would have wondered how the patient could have survived. There are frequent claims of "cancer cures." The very term is contradictory. Cancer now is regarded as an inclusive term for a score or more of different diseases with somewhat similar symptoms. One can speak as well of a "fever cure."

Isotopes hold promise

MUCH was expected of radio isotopes, the exploding atoms of essentially all the 92 elements, produced in the Government's atomic fission piles and by those great atom-smashing machines, the cyclotrons of the universities. These emit cell-killing radiations like X-rays or emissions of radium. For a time it seemed likely that among them would be found a few which would be invaluable in treatment of cancer, especially for malignant growths difficult for a surgeon to reach.

Different organs of the body tend to take up different elements in the diet. A good example is the thyroid gland which attracts iodine. Why not feed a cancerous thyroid a little exploding iodine?

The field still is wide open. New isotopes are reported every month. The fact is that the results have been disappointing to date. Only one isotope, a form of radiophosphorus, has achieved a minor, but probably well-established, place in medicine. It slows the ravages of leukemia, fatal "cancer of the blood." There have been no cures. The value of radio-active iodine in thyroid cancer still is quite debatable.

Even with progress to date a long part of the war remains to be fought. In the ranks of the forces of life and health there are alternate waves of pessimism and optimism. Confidence of eventual success—of assuring for the majority of mankind the allotted 70 years of healthy living—never has been greater than at present.

It takes

\$20,265 —

to keep a man working on the railroad



Yes, that's what it costs the railroads to provide each and every one of their 1,350,000 workers with the "tools" of his trade.

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These dollars . . . about \$20,265 for each employee . . . have provided the tracks, the cars and engines, the repair shops and all the other "tools" which make it possible for American railroad workers to move the greatest volume of traffic the world has ever known . . . with maximum safety, efficiency, and economy . . . and to earn the world's highest railroad wages.

Railroads are being continually improved. More powerful locomotives, freight cars of increased capacity, luxurious streamlined passenger trains, heavier rail, reduction of curves and grades, new signals that

increase safety and efficiency—all are being added as fast as materials become available.

To continue to improve America's greatest mass transportation system, the railroads should be allowed to earn enough to supply their workers with even more productive "tools." Only in this way—combining the resources created by the pooled and invested savings of millions of persons with the skill of railroad men and management—will the railroads be able to keep on furnishing the low-cost transportation that is essential to the life of the nation.

ASSOCIATION OF
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Geese Still Lay Golden Eggs

FROM GOOSE on the waddle to powder puffs in acetate containers and meat in the can, George Scheufele operates an unusual as well as profitable enterprise on his "Treville" farm, a 13 acre holding in southern Somerset, at Zarepath, N. J., within easy access to metropolitan markets.

A complete packaging service, Scheufele's enterprise makes use of the entire goose, except the honk-honk. The softest down is turned into powder puffs, the feathers are graded for commercial use, the meat is cooked, prepared, and canned as boned flesh, a canapé spread, and two types of pâté. The fat is sold to a pharmaceutical concern.

Scheufele conducts the only "powder puff" farm in the nation. A by-product, the canned meats were the first to be offered for sale on this continent.

For 18 years Scheufele has studied breeding; tanning, bleaching, and processing of goose skins; phases of powder puff manufacture, and personalized marketing methods.

He was born on a farm in Germany, and, while working as a salesman for an importing house in Hamburg some years later, became interested in down powder puffs. On business trips to Paris, he frequently purchased swansdown for outside concerns.

Scheufele came to the United States in 1929. For a time he served as the representative of several European exporting houses. Among these was one that handled French down powder puffs.

He launched himself in business in New York, importing finished powder puffs for resale through Manhattan outlets. Although the profit was small, he saw possibilities until the market broke in 1929. Scheufele hung on and four years later started to import whole goose skins. In 1937, when war was imminent, he bought a small farm in Pennsylvania to conduct experiments in the breeding of geese in order to be less dependent on imports. He raised chickens to help pay the way.

One of Aesop's Fables literally came true
when George Scheufele came to America

In 1941, when imports finally stopped, he closed his New York business and moved to the farm. A year later, with 800 geese prepared for slaughter, Scheufele was ready to manufacture the first home-grown down powder puff in America. Wartime gasoline rationing made it necessary for him to buy another farm closer to New York and his market.

Scheufele managed to place his powder puffs for sale in a few of the more expensive stores. Business thrived until there was little time left for raising geese.

Now he buys 3,000 to 5,000 white, full-grown geese every fall. He manufactures approximately 100,000 puffs from the finer down.

The coarser down is sold to firms that specialize in stuffing comforters and pillows. The best feathers are taken by milliners. The rest of the feathers are sold to manufacturers of novelties and quill pens.

The cannery, an off-shoot of the powder puff line, is housed in a separate building. Modern refrigeration highlights sanitary facilities. The cannery was started when it became difficult to dispose of the fresh killed meat. Europeans long have relished goose meat, but Americans were less prone to buy.

Samples were left in some of the better shops to encourage sales. People bought slowly; found they liked it, and started returning for repeat orders. Soon "Treville" canned products were established in leading stores in the nation.

Today the brand is nationally known. However, success hasn't changed Scheufele. He is looking ahead to the time when he again will breed and cross-breed geese—and produce a still finer powder puff for the women and his personal satisfaction.

—STANLEY G. GRAYOVSKI

The Hen With Textile Chicks

By MILLARD C. FAUGHT



WHAT are an industry's chances for success in rural areas? Here is what one concern found out after taking the plunge

WORKMEN have just finished installing a new front door and a bigger visitors' waiting room at a textile concern's home office in Minneapolis.

Of late, visitors from a long list of other American textile manufacturers, including several competitors, have been beating a path to the corporation's front door. In one recent week, foreign visitors arrived from textile concerns in Turkey, Belgium, Australia, New Zealand and Canada.

The strange thing is that the concern has no revolutionary mousetraps in the way of a new knitting machine or process or even a new technical secret. Indeed, Coy C. Humphrey, president of Munsingwear, takes pains to emphasize the common sense ingredients of his firm's new manufacturing program; and Clarence Tolg, vice president in charge of production, may take a day, plus a 100 mile drive, to show the visitor some of the common sense at work.

The long drive is necessary because the company's program consists of nine little plants scattered around in five small towns in Minnesota and four in Wisconsin where they are pioneering in a new kind of industrial decentralization.

But before taking the tour of this "grass roots circuit," let's back up for a little perspective. With 60,000,000 plus Americans at work, there is a shortage of labor available to most big-city industrial plants. This seems especially true of textile companies which have large mills using many women workers.

Many types of industry, faced with labor problems, plus plants now surrounded by growing metropolitan congestion, shifting market factors, rising material handling costs and the like, are taking to the woods with programs calling for decentralization. A growing number of observers is cheering the prospects from the sidelines.

But Munsingwear left the sidelines of theory five



PHOTOS BY LASALLE STUDIOS
Tolg's first chat in Montgomery is with the local editor



Town banker William Kozel exchanges news with Tolg



The grocer, along with other merchants, talks prices

years ago with its own plan of ruralization. That's why it is being sought out by so many business observers, domestic and foreign, who think maybe the firm has something. And it has, too, so let's go look.

We could have no better guide than sincere, friendly, pipe-smoking "Pappy" Tolg. Few industrial vice presidents of a national corporation know as many Main Street storekeepers, country editors and hometown folks as he does.

One of the first clues to his firm's decentralization strategy can be found in Tolg's Spartan-simple office where he sits at the same work-worn desk he has used for 31 years. The clue is a map of what he calls "the milk routes."

The nine little plant towns are lined up along three routes that, with Minneapolis as a hub, fan out like spokes on a wheel. The general location of the routes, showing the towns and distances, is indicated.

The logic behind the setup is that one of the chief problems of a decentralized industrial operation is the servicing of small outlying units: raw materials (plus return transportation of finished goods); supervision; and technical assistance from the engineering, personnel, standards, and other operating departments. With this system the little plants get the overhead services of a large unit but at commensurate cost.

But this network of plants just didn't happen. Every little town of 1,500 people and more in Minnesota and many in Wisconsin first were surveyed. Besides their own files of results, Tolg has other files of requests backed up by data sent in by towns all over the central Northwest which would like to get on a Munsingwear milk route. There is even an Indian reservation or two on the candidate list.

The first grass roots plant was opened April 29, 1943, in the farm town of Montgomery, Minn. (population 1,700) about 50 miles south of the Twin Cities. The plant originally was an old two-story Main Street building which had housed a dance hall upstairs over a feed store and a bowling alley. It was

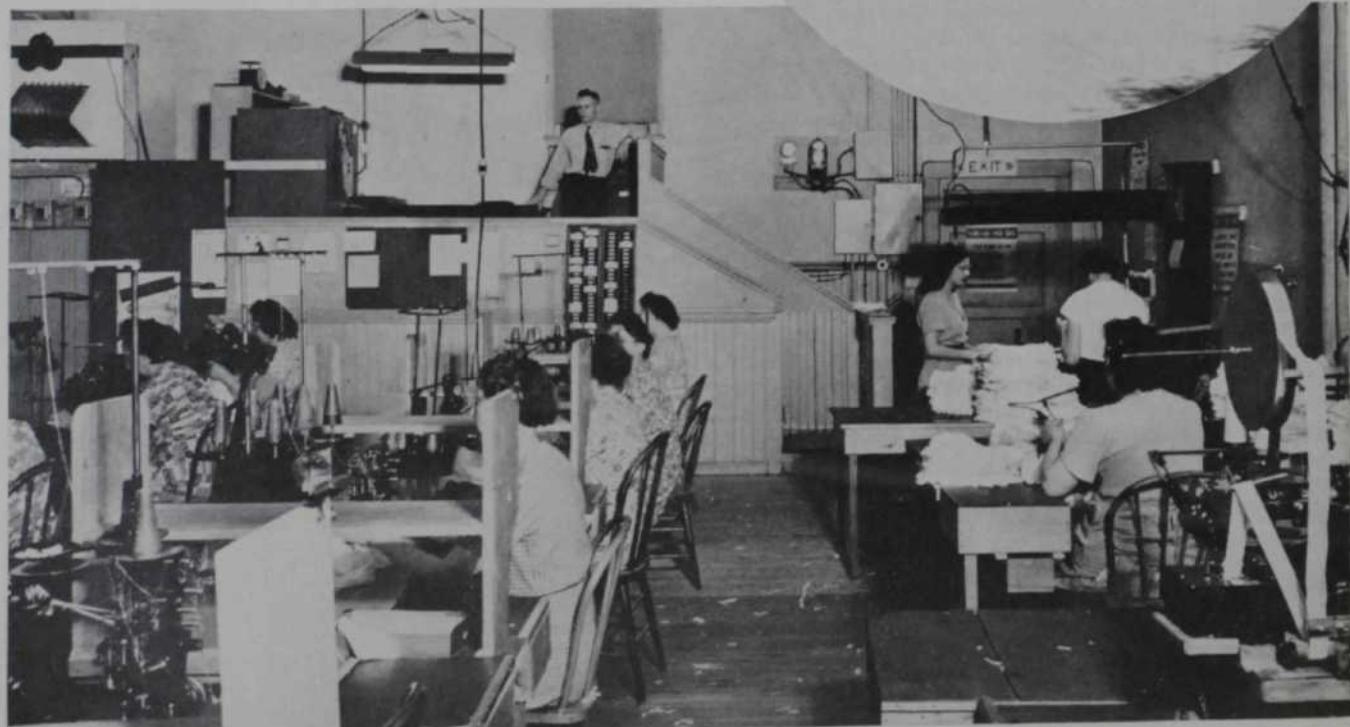
such a far cry from what might be considered a factory that even the bank in town which owned the idle building did not think of it when firm representatives asked suggestions about possible space.

Except for some paint and a new fire escape, the exterior remains much the same. But inside is an efficient little sewing plant and the 76 employees turn out as many as 600 dozen pairs of men's and boys' underwear shorts in an eight hour day.

The main sewing room upstairs still has the bandstand at one end. It makes a handy spot for the supervisor's desk.

New payroll income brought to Montgomery by this, the town's first real factory, is moving toward \$1,000,000 and many workers still have their first pay—all in big silver dollars.

While this practice of issuing a new plant's first payroll in silver dollars has since been widely imitated, no Roman holiday type of fanfare marks such an occasion for the firm. Indeed, no celebration is held until a year's operation has shown that



The Montgomery, Minn., plant once housed a dance hall, feed store and bowling alley. Now 76 employees, such as those shown above going home for lunch, work daily within its walls.

something to celebrate actually exists. There has always been plenty and, as a matter of policy, employees issue the invitations and guide the open-house festivities.

When the St. Croix Falls, Wis., plant recently had its first birthday, the townsfolk joined in with a special "Munsingwear Day" edition of the local paper, a dinner complete with style show, and the whole shebang broadcast by Cedric Addams, a favorite northwest radio personality. The official population of the town is 1,007, but 1,200 attended the broadcast.

"In all of our plant towns," says Tolg, "we try to be a good citizen and act like a good neighbor. We appreciate active civic interest and cooperation in getting going and running our plants but we avoid special favors and operate strictly under our own power."

A business foundation

COMPANY officials are also careful to emphasize that their plant town program is no social or economic do-gooders' experiment. The program rests on a business foundation and both the plant towns and the company want to keep it that way.

But, in spite of the business basis way of judging results, there is an economic philosophy behind the program which might well serve the whole trend of industrial decentralization to small towns.

Tolg puts the principles involved in simple terms:

"The company had idle assets in that we had market demand, machines, material and other wherewithal to create more jobs and more goods, but we had no more workers where our main plants were. At the same time many of our little towns had idle assets in the form of potential workers and, if you searched hard enough, suitable space in which to perform the needed production. So, when you come right down to it, we have simply devised a program of taking the work to the workers in such a manner as to capitalize on our respective idle assets. We are helping the plant towns and they are helping us with a net gain all around."

Business volume has gone from \$5,000,000 in 1939 to \$20,000,000 last year; and in the plant towns there is more money in the banks, bills and mortgages have been paid off, new houses have been built and old ones repaired. There also is a healthier local balance between agriculture and industrial income, along with increased activity on Main Street.

As a catalog of the idle assets

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Her company's payroll records are no problem. For each pay period, this young lady prepares the pay checks, the pay statements and the payroll summary as she posts each employee's earnings record. As in the case of accounts receivable and payable, she saves much time by posting all related payroll records in one operation.

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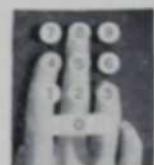
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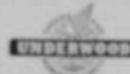
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that have been put to work, let's fill in the rest of the plant town picture. Three months after the Montgomery plant opened a second was started in a former lodge hall at Little Falls, Minn. Now, five years later, 263 people are at work.

In September, 1943, another empty building which had once housed a WPA sewing project in Bemidji, Minn., became a factory. One hundred and nine people are on this payroll.

Next, another leg was added to the milk route running south out of Minneapolis when the third floor of a garage building in Albert Lea was transformed into a women's slip factory.

Jump five was across the river to St. Croix Falls, Wis., where, in 1946, the former town auditorium became a factory for producing men's underwear.

Since then the old Legion Hall at Park Rapids, Minn., has been turned into a ladies' gown and pajama plant and three more Wisconsin towns have been added to that state's milk route. Women's wear is being produced in an abandoned woolen mill at Barron; men's pajamas in an old school house at Park Falls; and more women's gowns and pajamas in a former automobile storage warehouse at Ashland.

Surveys are made carefully

SUCCESS in locating branch plants in rural towns is not as easy as it sounds. To make such success possible, the company has worked out a town survey technique spearheaded by frank discussion with a town's officials on how the firm operates, what kind of a project it has in mind, what such a plant should mean to the community's economy, and its wage scales.

Usually, for example, Munsingwear's wage pattern causes a competitive increase in wages paid to other workers in the town stores, banks, etc.—but it offsets this with an increase in business by these other employers. Knowing what to anticipate, everybody ends up in approval of the new pattern.

As a commentary on the company's community relations, visiting home office officials usually drop in on some of the merchants, the banker, the barber, or the local editor. They give two reasons for this move. First, they have become first name acquaintances, and because the hometown folks want to talk about what's going on in Minneapolis and the home office man wants to know how things are in Bemidji, or Little Falls, or whatever town he happens to be in.

Tolg, in particular, has a hard time getting out of such towns, once he's been seen along Main Street. He eventually gets underway with a special loaf of bread from one store, "local pride" sausages from another, the latest issue of the town weekly and other assorted local memorabilia.

Recently, he received a request from one town's officials to check up on an organization that had offered to recruit other new industries for the community. Such mutual company-community confidence is hard to come by for the average firm.

Once a rumor got about that the



company might leave a certain town. It died abruptly when a local fuel dealer got an order to "fill up the factory coal bin."

When it came Red Cross drive time in Little Falls, company employees agreed to work one extra day for the cause. To cooperate in the gesture, the company paid wages at overtime rates for that day, and the net result amounted to one fourth of the total Red Cross goal for the community.

Of such little things are plant-community relations made. Besides the obvious advantage of working among friends, these relationships pay off in terms of increased production and stability in plant operations. The company has never had to close one of its branches, once it had been started.

It did have to change its tentative plans, though, about one potential town. The advance survey showed the labor picture to be

good, but a further inquiry disclosed that most of the potential workers wanted white collar jobs. In contrast to this response, a survey from a much smaller and poorer community revealed that most of the available workers desired a sewing plant job. Another thing which prejudiced Tolg in favor of this town was the uniform neatness of gardens that flourished behind each home.

Operate as departments

EACH branch plant performs a complete manufacturing process on one or more products, with the raw material (in finished cloth form) brought from the Minneapolis plant, and the finished product returned to the Twin Cities for commercial distribution. Thus each branch plant is in effect a complete manufacturing department of the company and is serviced administratively and with technical assistance just as though it were under the home roof.

Each plant has its own maintenance expert to keep machinery in good working order. These workers, like the machine operators, are usually community people who have been trained for their jobs. One plant's maintenance expert was formerly a local jeweler.

In general, organized labor has been suspicious of industrial decentralization to smaller towns. Some companies have moved to rural areas to get away from union friction and the high wage costs that prevail in big centers.

Neither is true in Munsingwear's case. The company's small town program is fully covered in its relationships with Local 66 of the Textile Workers Union of America (CIO).

As a matter of practical union policy, the company is given a free hand in the initial stages of getting a new community plant into operation. But, once it is under way and the new employees are established in the plant, the company calls a luncheon or other convenient meeting at which a union representative is introduced to town officials and the company-union relationships are explained. The union then has a free hand to organize the new local workers if they desire.

Wage patterns in the branch plants have been established by mutual negotiation. The union base wage scale in the Minneapolis plant is the determining guide, with a sliding scale of differentials agreed on for the branch plants. The difference is applied against the extra costs of training, trans-

portation, servicing and maintenance of the small branch units. On a "real wages" basis it is more than offset by the lower cost of living in the smaller communities.

Moreover, workers in the branch plants receive all of the employee benefits which apply to the home plant staff, including group insurance, hospitalization, surgical benefits, rest periods on the job.

Initially, there was some misgiving among workers in the home plant when they saw machines and material being sent to some of the first new installations out of town. That has long since disappeared. The home plant is now an increasingly busy "mother hen" with a sizable brood of scattered chicks which do a lot of scratching for themselves.

The company lays no claim to pioneering and takes no particular leadership credit for this program, but there is more than coincidence in the similarity of recent projects by other textile companies. Within the past year Cluett Peabody has started sewing plants in four small towns in northern Minnesota.

The former municipal auditorium of Glencoe, Minn., is now a branch plant of the Strutwear Knitting Company, and the old town hall at Janesville, Wis., has become a branch of the Minneapolis Knitting Company.

New England textile plants like the Stillwater Worsted Mills of Rhode Island have turned their ruralizing toward small towns in the South.

One branch specially built

MUNSINGWEAR also has a southern branch—a new nylon hosiery plant at Rogers, Ark. But in contrast to the conversion of idle assets like town auditoriums and lodge halls, this plant was built for its present industrial purpose.

Elsewhere in Arkansas and throughout the South other small towns are busy erecting factory buildings in the hope of attracting new industrial payrolls. But there is more to the process than just having a building—even if it is a new one.

Many a small town and many a big company would do well to check up on the factors that have made Munsingwear's ruralized industrial program so successful. But they are likely to find the new visitors' lobby in Minneapolis crowded. With callers already coming from as far as Turkey and Australia, it's obvious that a good idea gets around fast.

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CROSLEY PICK-UP (shown above) Carries 2 in cab plus $\frac{1}{4}$ ton load. All steel construction. Full-size tailgate. Big, roomy cab. Powered by the 4 cylinder COBRA (COPPER BRAZED) engine.

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For Information and Literature write: Crosley Motors, Inc., 2532-DB Spring Grove Ave., Cincinnati 14, Ohio

It's All in How You Look at It

By WILLIAM A. McGARRY



One of the nation's chief centers for testing visual skill of workers is located at Purdue University

TOO MANY rejects were coming off the assembly line at the Sylvania Electric plant early in the war.

The plant made tiny tubes for radar equipment. Girls working at a range of four inches were putting eight hair-like wires into tubes no thicker than a darning needle. Their fingers were nimble, but their eyes went haywire as the day wore on.

To make it worse, inspectors were passing too many tubes that later were found to be faulty. The final electronic test spotted them, but that didn't solve the problem.

A psycho-physiologist with a record for finding out what people actually saw when they looked was called in.

As a first step in finding the solution, the job was analyzed for visual requirements. Color and illumination engineers made certain changes to reduce glare and increase visibility.

Then the sight specialist met with inspectors, described his apparatus for testing on-the-job visual skills, and selected several men to serve as guinea pigs. Everybody laughed when the first man stood up. He was the chief inspector, and had been having more trouble than any of his staff.

He had perfect vision according to the standard static tests—the deceptive 20/20. But, when he pulled his eyes in toward his nose to inspect a tube with only four wires in it, he saw eight—four with each eye.

The inspector's convergence, it was found, was loitering behind his accommodation.

Then the workers were tested for 12 seeing abilities—seven at an optical distance of 26 feet and five at 13 inches. Results on a chart gave the testers a visual performance profile for each worker. Tests identical to those given the chief inspector also revealed that many of the girl workers were experiencing the same visual difficulty.

The profiles automatically divided the workers into three groups—those who could do the job with glasses, those who could do it with eye education, and those who could never do it. Some of the latter had eyes that were "too good" for that particular task, but just what the plant needed somewhere else.

A general reshuffling of workers followed, fitting visual skills to job demands. Production went up. Rejections and, incidentally, accidents, turnover and absenteeism went down.

Before 1931, nobody had ever thought of testing eyes for specific industrial jobs or any particular skill except the ability to distinguish color. Even that was limited to railroads and certain groups in textile plants. Evolution had developed human eyes for outdoor, distance seeing. The standard tests were for agricultural or hunting vision.

The printing press, with its great outpouring of reading matter, introduced the close-up and the myope or near-sighted. Mass production, motor cars and the motion pictures complicated matters with ever increasing speed.

Testing for visual defects

TODAY testers find a variety of on-the-job visual defects. To keep these at a minimum, about 300 large corporations now have permanent installations for screening new employees and making periodic tests of older workers. Perhaps 200 additional plants have used tester-training services provided by Bausch & Lomb and American Optical Co.

The usual procedure is for foremen or specially trained workers to give the 12 point tests which require less than 15 minutes. While the worker is taking the test, a visual profile card is filled out. Foremen are taught to make the tests at Purdue University's Occupational Research Center, which does the work under a Bausch & Lomb grant, or American Optical

will train them in the plant. The course requires only ten days.

The universal testimony is that these tests more than pay off all the way along the line from hiring to retirement. In the critical war production days, for example, Sperry Gyroscope used them to save time and money on trainees.

"At that time in one department during a period of six weeks," says J. H. Coleman of Sperry's manpower department, "one out of every five new employees had to be transferred because he had been unable to learn the job to which he had been assigned. The cost of their training was wasted, and their production schedules were not met. Tests revealed in each case substandard vision at working distance."

Standards for sight

THE Sperry tests were eventually given to 1,027 men and women who were doing medium to light machining operations on lathes, milling and profiling machines, drill presses, precision grinders and precision gear cutters.

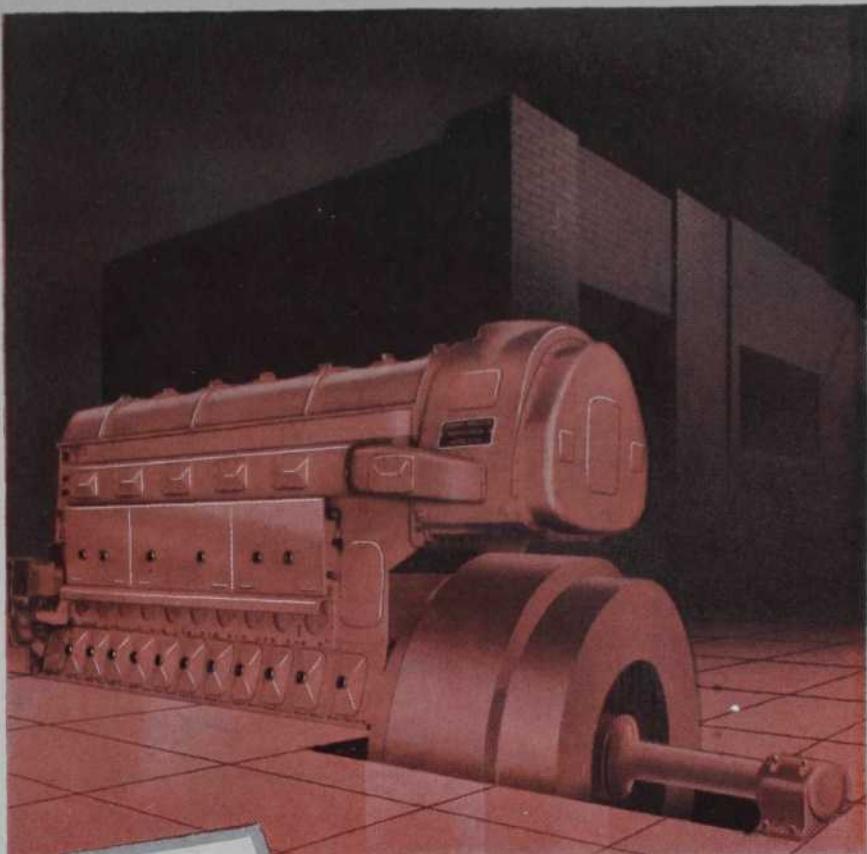
The tests established visual standards for the different jobs. Those for operators of drill presses, precision grinders and gear cutters are essentially alike. But for milling machine operators they are different.

The reason is interesting. In sighting a milling machine, the worker tilts his head. This calls for an abnormal fitting of the eyes in one direction but not in the opposite. For that particular industrial job the loss of an eye is not a handicap.

Safety has been the prime mover in the adoption of industrial vision tests. In 1933 the Alexander Smith & Sons Carpet Company at Yonkers tested 6,000 workers. The National Safety Council now gives the company a safety percentage of 99.972. Many of the basic color and lighting standards now available to an employer were established there.

More recently Revere Copper and Brass, Inc., studied visual functions among three groups—*injury free*, *serious injury* and *frequent minor injuries*. N. Frank Stump of the personnel department reports that the accident-free group showed superior visual performance. The high-frequency minor accident group ranked second and the serious injury group third.

A problem in all plants with eye hazards from flying particles always has been to make the workers wear their goggles. The problem



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2. How Can You Get the Facts about Your Market?

Designed primarily for use of proprietors of smaller retail, wholesale and service firms. Shows at a glance just which facts it is important to get and where to get them. Single copy available on request; additional copies 10 cents each.

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* Shows HOW thousands of business men in every line are printing and selling in spite of conditions with 1¢ messages printed and illustrated in five minutes on your post cards—with amazing, new, patented CARDMASTER. Your "today's" idea, read by your prospects next morning. Not a toy, but a sturdy advertising machine that will last years. Send direct to CARDMASTER. Guaranteed five years. SEND NAME TODAY. All FREE!

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exists because many employees require corrective glasses. Often it isn't recklessness that makes workmen put aside their safety glasses. It is just that they can't see when they wear goggles instead of corrective glasses.

Safety lenses ground to an individual worker's prescription would combine eye protection and improved visual efficiency. This would be one solution of the problem.

Among the collateral advantages of the visual skill tests is the protection they afford to specific visual skills as the eyes change with age. In the Sperry and other plants this pointed the way to rehabilitation programs for older employees whose vision had started to slip just when they had the training, experience and know-how to make them valuable.

The tests for visual skills are not clinical procedures. They tell a worker what his visual limitations are, but not why. For that, he is referred to his own eye specialist.

The referral card shows not only the defects of vision, but gives the doctor the visual requirements of the job.

Without such cards, all the doctor can do is to prescribe for 20/20 vision, or as close as optical correction can come to it. That may be just what the patient doesn't want for his work.

Dr. Matthew Luckiesh and Frank K. Moss of General Electric were the first to distinguish between vision and sight. Vision is a picture picked up by the lens of the eye and transmitted upside down on the retina—the inner back lining of the eyeball. Sight is the comprehension that takes place when the picture is televised back along the optic nerves to the brain.

If the picture is fogged, doubled, flattened or otherwise distorted, the message to the brain will be confused. Instead of one set of cells in the motor areas going into action, two or more will be stimulated. The worker may reach too far and lose a finger. Or the nerve



It's Papendick's—By a Nose!

IT USED to be that customers would flock around the meat counter in Papendick's supermarket in St. Louis, look at the items on display, sometimes buy and sometimes not. Those lost sales suggested to Dennis Madigan, department manager, that eye appeal alone was not enough to move steaks, chops and roasts in volume. So several months ago he put the customer's nose to work to build up business for himself.

Madigan's contribution to the art of merchandising meat, which he's dubbed "smellsmanip," was made when he installed a small stove on his counter, began to cook steaks and chops right in front of his customers.

Today when shoppers approach the meat counter, they not only can see the steaks and chops on display, but can catch the scent of those sizzling away on the cook stove. If the customers still aren't

sold, they can sample one of the nicely browned cubes that Madigan serves up on toothpicks.

At first Madigan kept his stove going all day but found that a little too expensive. Now he starts cooking about four in the afternoon, to catch the rush hour trade.

"At that time of day," says Madigan, "customers' noses are super-sensitive. I've seen them practically drool when they got a whiff of a chop."

He estimates that his business increased some 40 per cent since he started "smellsmanip."

But he still doesn't leave anything to chance.

Because a few of the customers hovered around the rim of the store away from the sizzling steak scent, Madigan installed a small electric fan behind the cooking meat to send the mouth-watering aroma to the far reaches of the supermarket.

—DAN VALENTINE

strain may give him indigestion, headache, irritation and fatigue.

Statistically it can be demonstrated that dynamic eye tests have only scratched the surface, in both education and industry. The reason is that discovery ran ahead of productive capacity for the civilian population during the war. The optical industry was swamped. It has been booming ever since, and the visible market for its products is still growing.

Cooperation for better vision

SPADE work in the depression years rates much of the credit, and provides one of the outstanding national examples of how a highly competitive industry can expand its market by cooperative advertising.

When things were in the doldrums back in 1932, leading optical manufacturers and distributors set up the Better Vision Institute as "the clearinghouse of ideas for the advancement of the optical profession and industry."

Although "eye wear" was the industry's leading item of merchandise at that time, the Institute set out to sell "eye care" and to urge the advantages of better vision.

As one result, approximately 50,000 highly skilled workers are pushing up their earnings with trifocal spectacles; quads are in the experimental stage. Bi-focals, of course, have been familiar for many years.

In that connection many large corporations are finding on-the-job tests for visual skills equally as valuable in the office as in the shops. Insurance companies were among the earliest to make this discovery.

Curtis Publishing and *Reader's Digest* now have installations for initial employment and periodic tests. They are reported to pay for themselves in reduction of errors, illness and turnover.

The industry contends that no other program of employee improvement has had the universal acceptance of on-the-job tests for visual skills. The argument is obviously one of dollars and cents for piece workers, and demonstrably the same thing for others. A man who is losing several days' work a month through illness due to vision defects is not likely to argue about seeking correction.

Many industrial relations men say the day is not far distant when every applicant for work at anything requiring visual skill will carry his visual profile card or "eye Q" along with his social security ticket.

A BILLION DOLLARS

... is a lot of money. Yet, the soft drink industry turns a billion dollars annually. It's one of the most democratic industries in America, made up principally of small businessmen.

Grapette is one of the more important beverages in the soft drink industry, now bottled and distributed by franchise holders in 38 of the United States and in Central and South America. Grapette is a scientific taste reproduction of a fresh concord-type grape.

The Grapette Franchise is granted—not sold. Perhaps the territory you want is yet available. Your inquiry is invited.

No. 4 in a series appearing in national magazines. Previous ads appeared in this publication in June, July, and August.

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Sensational new Knife Sharpener makes professional sharpening a simple fool-proof process. Give something practical this Xmas that will assure years of satisfactory enjoyment. Beautifully finished and attractively packaged. DeLuxe Model \$3.00 each. Standard Model \$1.50 each. Quantity discounts available. Write for details.

WULFF MFG.CO. ONTARIOVILLE, ILLINOIS

Bargain Day in the Antilles

(Continued from page 50)

and deceptively soft-spoken native.

"I think if Angel took an intelligence test he would rate as a genius," says Keller. "And besides being the smartest man here, he's also the toughest. He can handle any man, and everybody respects him."

"An American foreman isn't worth a damn here. You can't win respect or cooperation with raises. But give me a good foreman like Angel, who knows his people, and I'll get production for you."

Benjamin F. Hartwell and his younger brother, Leslie, third generation Maine shoemakers, run the PRIDC shoe factory in Ponce.

They were operating in the black six months after they made their first pair of shoes.

The Hartwells' experience contradicts statistics, long and generally accepted, indicating that Puerto Ricans are unhealthy because of inadequate diet, primitive housing, absence of good sanitation, and inability to get proper medical care.

They say that thorough physical checks, including chest and back X-rays and Wasserman tests, were given to 700 applicants. Less than six per cent had to be rejected for all reasons.

Absenteeism for all causes, including sickness, was only 3.8 per cent for March.

Because Puerto Rico does offer so much, it is pertinent to add something about the seamy side.

Puerto Rico is an island of 3,400 square miles. Only about half of it is tillable at all, and that half could not even grow enough food for the more than 2,000,000 who live there.

There are few minerals, no coal, no petroleum. For generations the economy has existed after its fashion on sugar, a seasonal crop, and rum, which requires little labor.

About 300,000 workers belong to labor unions. The Federacion Libre de Trabajadores, corresponding to the AFL, has dock, light and power, bakery and similar trades. The newer Confederacion General de Trabajadores, resembling the CIO, is split into two factions—one which includes sugar field and factory workers, among others. A left wing grouping, the Unidad

General de Trabajadores, which declines to file non-communist affidavits, was formed one year ago to unify the island's labor movement. There also are some independent groups. In general the unions have not been particularly belligerent, probably because the island's huge surplus of workers puts them in a weak position.

The working body is measured at 693,000. It would be 792,000 if as large a proportion of Puerto



Ricans as of continental Americans had ever been able to find jobs. Yet, out of this smaller group, only two thirds work as much as 30 hours a week.

In recognition of this situation, Puerto Rico has its own minimum-wage standards. For sugar-making, foundry work and a few other classifications the minimum is 35 cents an hour. For hand-sewing and vegetable-packing it is 15 cents. Actual wages are closer to legal minima than in the States.

Almost the only raw materials available are sugar, fruit, clay, sand, coconuts, vanilla and essential oils.

The island does produce some sea-island cotton, of a quality too high for domestic use. This goes to the States for manufacture, and shorter staple cotton comes back. There seems no good reason why some enterprising manufacturer should not utilize this fine cotton, as far as it goes.

There is considerable iron ore and some manganese. But at present power is too costly to warrant

making ferro-manganese. There is also some marble.

Such items are worth mentioning because they emphasize that—so far as large-scale operations are concerned—Puerto Rico is most attractive to industries in which wages and taxes are major costs. The island's appeal is strong to textile manufacturers, for example, because wage and tax savings to them can more than offset the cost of bringing in their raw materials from the States.

For such industries, Puerto Rico is doing its utmost to open up a new frontier. Far from seeking to improve its lot through socialization, as former Governor Tugwell wanted, and as many thought it was doing, the Munoz regime is going all-out to encourage and help private capital.

"We aren't socialistic," Munoz told me over morning coffee at his modest suburban home outside Rio Piedras, "and we aren't capitalistic. We are trying to be realistic. We want private enterprise to thrive where it can and will. Where private capital cannot or will not plug up a hole, the Government will try to do so.

"It is ridiculous to imagine that we ever would try to nationalize any industry that was making work for our people and income for the island. How could we encourage and help private capital with one hand, and nationalize it with the other?"

PRIDC has five manufacturing subsidiaries, all but one—the shoe plant—started to supply pressing needs for which, at the time, no private operator could be found. These are for sale. Anybody who can assure the development company of his ability and intent to operate them efficiently on the island will be welcomed as a bidder.

"We would like to keep one or two," Munoz said, "as a nest egg for PRIDC. But in general we want to sell them, get private operators in, and get our money out to use creating more industries."

Moscoso, who appears to enjoy Munoz's confidence fully and to speak his language, puts it this way:

"Puerto Rico is switching from the feudalism of the big sugar estates to a truly capitalistic economy. We are doing all we can to encourage that shift."

"Our job really is to create an atmosphere in which capitalism can operate successfully."

Canine Cosmeticians



ASSEMBLY LINES make no news in Detroit, where they originated, but the whole town's talking these days about a couple of bright girls who've given the idea its most unique twist. Canine cosmeticians of a new order, Ruth Murray and Norma Hahn have opened an assembly-line Doggie Wash.

Their production line in a converted two-car garage in Grosse Point, Detroit's swank suburb, puts a pooch through the wringer in 20 minutes flat from the time he first ambles up onto a rubber-covered ramp, and it's all done with precision.

At the first station, before he's had a chance to begin squirming, the pup gets his ears plugged and eyes filled with sweet oil as protection against smarting soap. He steps through a warm spray and three latherings which, beginning at the neck and terminating at the rump, cause havoc among fleas. There follow, then, a vinegar rinse and vigorous brushing and finally a pleasant perfuming. The result, whether mongrel or thoroughbred, is something to behold, fondle and whiff.

With the assembly-line turning out four puppy productions at a time for a charge of \$1 to \$2, depending on size of dog and length of its coat, a stream of canine trade is padding through the doors and business is booming.

Not that there aren't problems. Like when nits show up in a cocker's ears and ablutions have to be interrupted to haul him off the line for a special de-fleaing treatment (charge: 25 cents extra). Or when dogs get choosy about the perfumes, as they often do. One

collie with a taste for being sprayed with a refreshing pine scent after his bath yelps if he gets anything else. A spaniel revels in delicate flower odors as a finishing touch.

Although Doggie Wash has been flourishing hardly a year, the girls had the idea for it for a long time. It was ready to be popped when the war came along and Norma joined the WAC. Last year the girls leased the garage and did most of the converting work themselves. With an old car remodeled into an eight-dog passenger conveyance for pick-up-and-delivery service, they were ready.

Since Ruth was employed at Wayne University Library in Detroit, most of the dog washing fell to Norma. She learned the technique of handling animals by helping out at kennels operated by a member of her family.

The process of learning has been gradual, with new lessons each day. A tremendous deep-jawed boxer came in one day and was allowed the freedom of the shop while awaiting his turn. Only when he showed a decided dislike for the laundrywoman was he put on leash. Later, Norma almost collapsed when she learned that the boxer was a veteran of the K-9 Corps and a reformed killer. As a result of this adventure, each dog now is confined to an individual kennel before and after his bath.

"We believe," the girls say, "that we are pioneers in our field, but that many women may follow our example because dog-owners prefer to have women wash their pets."

It's a cinch that the men won't mind. —BRADLEY NORMAN

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—then you'll be thrilled with the new revolutionary Zenith "75" Radionic Hearing Aid. You can order it by mail without risking a penny. Let a 10-Day Trial* at home, at church, at business, prove it's the finest hearing aid you can buy regardless of price. Saves you over \$100.00.

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"It carries a true picture of business action and thinking."

Pass your copy along, too. It will be welcomed and read in any of a score of places—the Y.M.C.A., or Y.W.C.A., in a boys' club, a high school library, a recreation center.

Why not make a regular practice of sharing this good thing?

NATION'S BUSINESS

Washington 6, D. C.

You, Too, Can Be a Better Boss

(Continued from page 34)

power-loving, dictatorial type of man, who felt inferior and always found it necessary to prove himself better than other men. He treated the women with contempt. Since 30 per cent of those responsible to him were women, this became a problem. His answer to any organizational crisis was to issue a directive. When people didn't respond he called them stupid and lazy.

He was asked to stop issuing directives, to call a meeting of the telephone order clerks and to get the girls' ideas on how to unsnarl the department. He thought such an idea preposterous.

Order clerks solve problem

A BIG part of the problem was solved as soon as the order clerks had a chance to express their own ideas on how to do the job. One of the girls' troubles was the fact that they couldn't spell the names of the products for which they were asked to take orders. Some of these were jawbreakers indeed—like acetophenetidin, phenolphthalein and theobromine salicylate. A newly hired girl would hear a customer say he wanted a certain quantity of oxyd-iodide and write it down as "oksiliadyd." This attempt at phonetic spelling would make the order all but impossible to fill when it got to the warehouse. The resultant constant struggle with something they did not understand helped make the girls themselves nervous and irritable.

The remedy—obvious to all but their boss—was to teach the girls to spell. When they got lists where the items were spelled out in real phonetic symbols, broken up into syllables for simplification and defined as to their use, half the problem was solved. They even went out into the warehouse to see what the things looked like. All this was part of a systematic one month's training program which replaced a "sink-or-swim" breaking-in period that had taken six months. When it was over, the new girl felt she knew her merchandise thoroughly.

In one of their meetings, the girls solved the problem that had caused most of the wrangling: *who* would handle *what* call. A system for channeling the calls followed, then permanent programs for selection, training and supervision.

As for the belligerent general

manager, he learned he could catch more flies with a little tact than he could with directives. In fact, he learned to sidestep his own personality difficulties so successfully that he was put in charge of carrying out the new program for the entire region.

In the case of another company, which does illustrating for large wholesalers, the boss was weak and indecisive. Unable to make up his own mind, he couldn't bear to hire executives who could, for fear someone might get the upper hand. So he surrounded himself with lieutenants as weak and indecisive as he. Sometimes he would listen to one clique; sometimes to another. He also was dominated by the sales manager, a woman, who practically ran the business.

The owner was an artist at heart. He should never have attempted to be an executive. But he had strong, guilty feelings about art,

first steps was to reorganize the sales department and build up the owner's power of decision to the point where he could actually direct his sales manager. After learning to make decisions based on his own objective analysis, with Nejelski's judgment to back him up, the boss has gradually come to take decisive action with his own employees. This has won their respect. He has hired capable executives and for the first time is really heading up the business himself. Morale and employee workmanship have improved. Customer relations are better.

"The vitality of the average business is so great that it will survive almost any amount of mismanagement," Nejelski observes. "And while you can't blueprint enthusiasm, or measure exactly the human energies waiting to be tapped, it is safe to say that 75 per cent of all U. S. companies could increase their profits by improving relationships between the bosses and their employees. Using its full human energies, the potentialities of American business are greater than any of its leaders realize."

While each boss is a different problem, Nejelski can hand most firms what he considers a pretty good set of rules for getting employees, whatever their function, to do a better job. He says:

1. People want to enjoy work. They do not work for money alone, and higher pay scales seldom smooth out bad relations.

2. They want appreciation. When they get it they react with spontaneous enthusiasm to their work. They want someone to notice. They need a deep and genuine feeling that what they are doing is worth while.

3. They like a voice in plans. It's the same basic principle that seems to make everyone work harder in a democracy.

4. They must know job aims. They want to know what the company is trying to do. Then they want to know the limits of their own jobs and those of their superiors.

5. They want respected leaders. They must be able to look up to those they work for and have the feeling that the boss will go out and fight their battles.

By applying these rules in the case of his own employees, every business man can make himself a better boss and make the cash register ring louder and more often.



Many executives can't work well with women employees

which his early training had led him to consider effeminate, so he strove for business success to bolster his ego. His drive made him a perfectionist, and he was always criticizing the best efforts of those under him. Torn between two drives he was also moody—highly optimistic one day, pessimistic the next. Occasionally things overwhelmed him to the point where he would close his office door and become inaccessible to everybody.

After studying conditions, Nejelski took over as a sort of business "father," and helped the owner develop his executive skill. One of the

One-Armed Paper Hanger

DOUBTLESS you've been as busy as Robert E. Wright of Somerville, N. J., at some time in your life. It's unlikely, however, that you've been any busier.

For Wright, like the classic example of busyness, is a one-armed paper hanger.

Wright lost his left arm 24 years ago in a farm accident. "It was a tough blow," he recalls. "I was bitter and discouraged, and I worried about the future. But I was determined to go ahead."

And go ahead he did. He quit the farm and started an ice delivery route.

Before long he had mastered the tricks of the trade and could lug even the larger chunks of ice with ease.

But Wright wasn't satisfied. He wanted to do something which offered a better living and required more skill. He finally decided on the building trade. At first, the going was tough. But as he went along he found and developed new skills. And he found short-cuts that a two-armed man seldom took time to notice.

For a while Wright wore an artificial arm. But when he found he could work better and faster without it, he discarded it.

For the past 15 years he has done all right. Recently, he papered the ceiling of a main street luncheonette. Before that, he finished a two-family house. In neither instance did his handicap prove a liability.

However, Wright's talents are not confined to papering. He also wields a mean trowel. He can lay brick, patch concrete cellar walls, build an outdoor barbecue pit with an ease that baffles more fortunate workers.

But at carpentry he displays his real ingenuity and competence. He holds the hammer under his arm, pushes the nail into the wood with the heel of his hand; then systematically he shifts the hammer and drives home the nail.

"Too many people who have lost an arm get discouraged and bemoan their misfortune," Wright says.

"They shouldn't feel that life has let them down," he adds. "Instead, they ought to get some ambition and carry on. They'll soon find themselves busier than—well, busier than a one-armed paper hanger."

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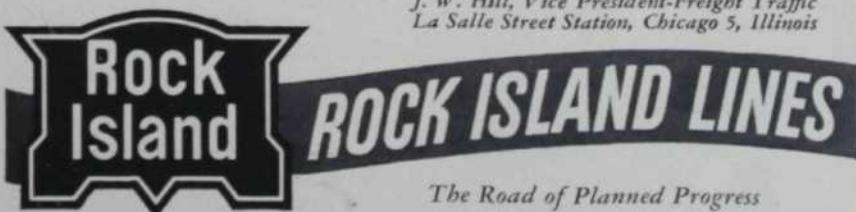


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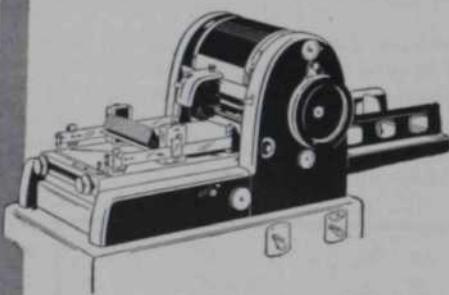
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Odd Lots

By Reynolds Girdler

The Awful Monopoly

A TOTAL of 362 American companies, ranging from American Telephone to the Stuart Aerial Insect Control Co., raised money through investment bankers in the first six months of 1948. The sum they obtained was considerable—more than \$2,000,000,000. Exactly 652 investment banking firms helped in raising this money. If these figures are not enough to explode the charge of monopoly in the investment banking business, here's another: some 220 different investment firms originated or headed those new issues.

* * * * *

Profs in Wall Street

SINCE 1933, many a college professor has had a wonderful time teaching sophomores to be ashamed of their fathers, particularly if those worried business men were in Wall Street. This summer the financial district decided to do something about it.

The Stock Exchange, the Curb, the unlisted dealers and the investment bankers all got together in a joint committee on education. It marked the first time these various divisions ever got together on anything.

The committee offered fellowships to three universities: Northwestern, Wisconsin and North Carolina. Each college was asked to name one economics professor as a fellowship recipient.

So all summer the three teachers have been in the Street, studying any phase of the financial business

that appealed to their academic hearts. Every door was thrown open to them. As an example, the professor who chose to study competitive bidding was admitted to syndicate meetings where terms and prices on actual offerings were being threshed out.

The committee hopes each professor will write a report on his findings. The report will be his property and may be published by him without review by the committee.

These are only the first of many more study fellowships to be offered by the committee. By the time some 200 or 300 universities have sent men into the Street, college students may hope to get some realistic teaching within their hallowed walls of learning.

* * * * *

Biggest Stockholder

LARGEST owner of Montgomery Ward common stock is Massachusetts Investors Trust of Boston. This fact seemed to surprise financial writers recently when the mail order company again fluttered its vice presidents like leaves in the fall.

But the nation's investment dealers, who have taken part in the phenomenal rise of investment companies over the past ten years, knew it all along. They also think that MIT, as the Trust is known, is the largest stockholder of Southern Pacific and perhaps of the Texas Company.

MIT pioneered a whole new way of life among the investment trusts. To that clamorous business

in the 1920's it brought certain of the concepts of the mutual savings bank, but applied to common stock investing rather than to deposit accounts. It also brought into the public eye the Boston trustee, who for generations had made a profession of managing other people's investments.

The new concept was slow catching on. Even though such names as Cabot and Lowell were associated with it from the first, the fund grew slowly. Then two middle westerners took over the sale of its shares.

Today MIT has assets of more than \$225,000,000, owned by more than 63,000 shareholders, including not only individuals but also churches, life insurance companies, corporations and college endowments.

The man who heads its sales is Henry Vance, who came into Wall Street from Wisconsin via the Wharton School of Finance. Like so many others who have become prominent in the financial world, Vance was marked from the very first.

Included in his experience during his apprenticeship days were weary trips on the road, calling on investment dealers in every city of the United States.

That experience stood him in

good stead when he was offered the job in Boston. He knew dealers. He also reasoned that, in the Boston trustee, he had an asset that no other fund had. So up and down the land he told the story of the trustee, and the long record of service of that Boston phenomenon to people who wanted someone to look after their investments.

Competitors of all types have followed in Vance's footsteps. But MIT still holds its place in a field that grows more important daily in the investment business, and more highly competitive.

* * * *

West Point Twins

THE PATHS of Wall Street now lead into government service. About a year ago Charles E. Saltzman left a Stock Exchange vice presidency to become assistant to Secretary Marshall.

Now John Haskell, another Stock Exchange vice president, and, like Saltzman, a West Pointer, is off to Sweden as assistant to Paul Hoffman of the ECA.

The Street credits Haskell with a profound knowledge of European economics. That was his specialty at the Exchange, and his reports to the Board of Governors on the outlook there (made after a post-

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war visit) are still a subject of Street comment.

Haskell had an incredible World War II record: Chief of Staff with the 27th (New York) Division in the Pacific; with OSS in Italy, North Africa, England, France and Russia; under Bradley as deputy chief of intelligence with the 12th Army Group; severely wounded in combat, decorated by France, England and Czechoslovakia.

* * * * *

Success Story

ONCE upon a time, the Title Guarantee & Trust Company was a potent Wall Street institution. But with the change in home financing methods, its stature diminished. Now it is being supercharged again, and Wall Street is watching the bank for signs of renewed growth.

This summer the bank's directors reached all the way up the Hudson to Troy to get the right man to revive Title Guarantee. At the rather tender age of 27, Barnard Townsend had become president of the Troy Savings Bank. And in the 12 years since 1936 he made that name about as well known in banking circles as Arrow collars, which also come from Troy.

Townsend's first job at Title Guarantee is to build its commercial banking business. When just a kid out of college, he did a man-sized job at Central Hanover, from there went to Troy to lift that bank to a record volume of business.

Part of Townsend's success stems from an instinct for human and public relations. These qualities he already has demonstrated at Title Guarantee. Riding the elevator on his first trip up to his office, he introduced himself to the operator.

"We're going to be working together a long while," he told the startled operator, "so let's get acquainted now." The operator blinked, then recovered to offer Townsend his sincere wishes for all possible success.

* * * * *

Stockholders, Unite!

THE dream of organizing the nation's stockholders, now estimated at 15,000,000 persons, continues to beckon a few youthful Wall Street radicals. They're radical in the sense that anyone who dares speak openly of the rights of capital today is radical.

Bob Gilbert's Committee of Investors has launched a new campaign. Gilbert touched it off with a ringing speech that dared voice such subversive thoughts as "capi-

tal is entitled to a living wage," "investors have rights" and "profits are morally and socially good."

Gilbert has mailed a pamphlet, complete with charts, to all members of the Association of New York Stock Exchange Firms. Its theme: The financial business is dying because investors are being taxed out of activity. He also jolted his listeners by telling them that he and the Investors League had been considering the feasibility of suing John L. Lewis for damages to stockholders.

Writing in the May issue of *The Exchange*, L. O. Hooper of W. E. Hutton put his finger on the main problem of getting stockholders to unite. Being a stockholder, said he, is only an avocation. Not until those who are stockholders *by vocation* make a move will anything be accomplished.

* * * * *

Technician's Manifesto

RIGHT at the height of public interest in the technical behavior of the stock market has come a book on technical analysis. It is authored by Robert D. Edwards of the Stock Trend Service, Springfield, Mass., and contains what is probably the most lucid explanation of the Dow theory yet written. To show his faith in the Dow theory, Edwards tabulates your stock market experience had you been a Dow follower from the beginning. It seems you would have run a fund of \$100 to \$5,661.47 had you bought and sold on all signals from 1897 to 1946. A fighting manifesto of faith in technical analysis, the book abounds in such exotic terms as "rounding tops," "falling wedges," and "runaway gaps." At these terms, you can already hear the agonized screams of Wall Street fundamentalists.

* * * * *

Why Brokers Feel Poor

WHAT other established American industry is getting only 14 per cent of its potential market? Looking around for company in its misery, Wall Street can find none. Instead, the Street finds only cold statistics. These show that, though six times as many shares are listed on the Big Board today as in 1922, total volume of shares traded in the course of the year will be substantially less than in those ancient days. In 1947, as another example, total volume on the Exchange was 253,623,894 shares. This was only 14 per cent of the 1,838,955,938 shares listed.



LOHR

INDUSTRIAL ACTIVITIES held the spotlight when I joined our local Chamber of Commerce. But when I think back over what our Chamber's done, I don't think of the new smokestacks and bigger payrolls that it's brought. Or even of the printing I've sold because of the new business. I'm more inclined to think of my part in the Chamber's picture.

I've been pretty active. Currently I'm serving on the Solicitations Control Committee. We try to cut down on program advertising, see that the business men distinguish between donations to local groups and buying worth while space. May sound as if I'm cutting my own throat, but I don't think so.

We didn't expect direct benefits when we joined the Chamber, but we've certainly had them. Last month our truck driver won the Chamber's courtesy award. That's good will that money can't buy. And since the foreman attended that safety clinic last winter, we've almost eliminated even minor accidents. Yes sir, the Chamber's one of my gilt-edged investments.



MORE than a million businessmen share in similar helpful experiences as members of a chamber of commerce or trade association. Your local chamber can help you, too. Ask us for a free copy of "Local Chambers, Their Origin and Purpose."

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On the Lighter Side of the Capital



In defense of matrimony

QUOTE from a cynical old gent: "It's the wives of Washington who ring the political bells. Not these lovely babies who teeter around at what we used to call lawn fetes."

Not that he disapproves of the lovely babies. He has been an important item in the Washington scene for a couple of generations and can coo in three languages. Thanks to the marvels of photography he is at least visually familiar with the more important outlines of most of the pretty ladies. They all go big-eyed, he said, when they corner a diplomat or a congressman and tune in to world events.

But, he said, shucks, take 'em all together and they don't carry the weight of a district leader. They


think they do, he said. They give the men the business and the men begin to mutter wolf calls. Even when men are fairly old and so important that whatever they do

gets on the first pages. There isn't a pretty woman, he maintains, who doesn't practically reel when one of the big shots listens. She begins to see herself as a kind of Madame de Pompadour, only better behaved.

But it is the wife who cashes the ticket.

He offers the record

IT WAS Bess who made Harry Truman what he is today and he hopes she's satisfied.

Truman, he added, was not much interested in the investigation of war business when he was made chairman of the national defense committee. He had been a soldier, and a good one, but after the war he had other interests. As a new senator he had a lot of fun.

Then his committee staff began to turn up some pretty exciting stories of pitching millions at cracks and he would go home and tell them to Bess. She was a housewife and a good one and when the butcher gypped her on a steak she got as sore as any other housewife on a budget. So she began to needle Harry about the dirt the committee staff was turning up.

"My goodness' sakes," she would say, "aren't you going to do something about it?"

They keep on talking

A GOOD WIFE, the old gent said, won't let a man go to sleep until he has gone over the day's events. A good wife's feelings can be easily hurt, too, and stay hurt. He preferred to coast hastily over this feature of the married state. He could make up a list of wives who shaped their husbands which might be as long as a campaign speech before radio imposed a 15 minute limit, but he would only offer a few samples:

"Who made Nick Longworth Speaker of the House? Nick was a playboy until Alice channeled his ambition and kept him in the channel. People still repeat the old fable about Harry M. Daugherty fixing the presidential nomination of Warren G. Harding in a 'smoke-filled room.' Sheer nonsense. There wasn't any smoke-filled room and Daugherty wasn't in it, anyhow. Mrs. Harding made her husband get into the race and kept tab on the second-choice roundup—and backed it with money when Harding refused—which won for him."

It's a way of life

EUROPEANS who come over here to get money from the Government do not savvy the burro, he thinks. It is an article of European faith that American men spoil their women.

"Just because we rarely black their eyes—"

We like to see them dressed up like plush horses and we say yes when it doesn't matter too much and so the Europeans play the cocktail circuit on the theory that the women can coax the gelt out of their old men. As a matter of fact, the American man is fairly hard-boiled. Most generally he can protect himself in the clinches, because he has had enough experience to make a Jim Cain novel before he got to Washington. So he goes home from the cocktail party and talks it over with his wife.

Plenty more good wives

HE SAID the part that Eleanor played in the Roosevelt Administration is known to every one. Mrs. Jack Garner was her husband's full partner. Mrs. Hoover shared in everything with her husband. Ohio says Mrs. "Bob" Taft is a better vote getter than the senator himself. The Lodge brothers, senator and representative, talk everything through with their wives.

And so on and so on.

In London the women of society unquestionably are influential in politics. A few brilliant women in France and Italy seem to operate behind the scenes. In Germany the women in politics are on a par with the men. Not so many, but hot. Consider Frau Schroeder, mayoress of Berlin.

There are a few who have made good on their own in the United States. Relatively, that is. Maybe they're finicky.

Not naturally dumb

SOMETIME in January, he predicts, the spirit of the average congressman will begin to slip at the seams. Mamma is going to ask him questions in the old-fashioned way. She will ask him to explain something to her—

"Because I am just naturally dumb about politics."

That puts the wasp down the congressman's collar. Because if he cannot explain to her he shows up as a tinplate intellect and if he does explain it so that she understands perfectly he may be in one heck of a fix. She will demand the lowdown on the report of the Hoover committee on the reorganization of the Government and that is going to loom before the congressman like Pike's Peak to a bug. That is it will loom if he is a Republican or a Democrat. The wives



can understand it easily. But they won't let on.

What can papa do?

THE Hoover committee is putting down the bedplates for the most comprehensive job of "migodding" any Government has ever suffered.

It will not be political. The authorizing legislation was supported heartily by both parties. The report will not be released before January so that no one can say any political effect was planned. It will take the viscera out of every department, bureau, and independent office and string it around the Government's neck. Its recommendations will be equivalent to calomel with a castor oil chaser. That is absolutely, positively and indubitably certain.

Because, look at 'em

THE MEMBERS of the Hoover committee were picked because they are hard-boiled. They may soften before time comes when they must sign the warrant, of course, but there is no indication today that they will mush up. So far as known no one has any political controls. Not one will make any money out of his work on the committee. So far as is known—there it is again—every man is giving every erg in him to framing up the plan to clean up, build up, and brace up the administrative machinery of the Government.

When the report is placed before Congress it will put practically every congressman in a doghole. Because every recommendation, bar none, will reduce the cost—meaning jobs—and increase the efficiency—meaning methods—of the Government and it is a perfectly good-natured guess that every congressional toe will be stepped on and every congressman has ten toes. And a lot of the congressmen who will in self-defense fire rockets at the Hoover bill will certainly meet puzzled wives when they go home:

"I wish you'd explain to me why you did that. Because I'm so dumb."

Offered in rebuttal

AN OFFICIAL and wisely anonymous Englishman complained in the Letters to the Editor columns that Washingtonians are an uncouth lot. That's what he meant, anyhow. We do not say thank you. We do not always take off our hats in elevators. If a crippled old lady gets a seat in the street car she's got to jump for it. Likely the charge can be sustained. Charles Dickens made it first.

"Americans are dancing masters compared to the Englishmen today," said the man who had just returned from a visit to England. He is English-born, fought for England in World War I, and has lived over here for 20 years. He said the Englishman today is not ill-natured or morose. He is just worried by his queues and rules and shortages. He doesn't bother to be polite.



"There are 4,000 different rules governing the sale and use of gasoline alone."

Every one seems to be in the black market for something. Authority is breaking down. The Englishman used to be the most law-abiding person on earth. Organized labor has profited immensely under the Socialist Government, but breaks the other rules when possible, just like everyone else.

Not worried about Russia

WASHINGTON talks war or not-war all the time, everywhere. No one outside of official circles in England had a word to say of a possible war. His conviction is that if there should be a war the English will do their full part if given material support:

"The English man in the street has a different slant on the Russians. He thinks of them as semi-savages, bad-mannered, given to any handy form of deceit and to betting two pair as though they were four of a kind. But he is not worried about war."

As pessimists see it

ONE who heard this estimate of the Russian attitude was reminded of the story told by Sen. Olin D. Johnston of South Carolina.

"A colored boy was the only witness in a railroad accident case. The lawyer for the plaintiff instructed him in the testimony he was to give:

"Don't you let the other lawyer fluster you. All you've got to say is that the bell didn't ring and the whistle didn't blow." When he came to the stand he asked the boy:

"Do you understand the nature of an oath?"

"'Yassuh,' said the boy. 'The bell didn't ring and the whistle didn't blow.'

"The lawyer repeated and so did the boy and at last the lawyer shook his head and sat down."

"The witness doesn't leave me much leeway," he said to the court."

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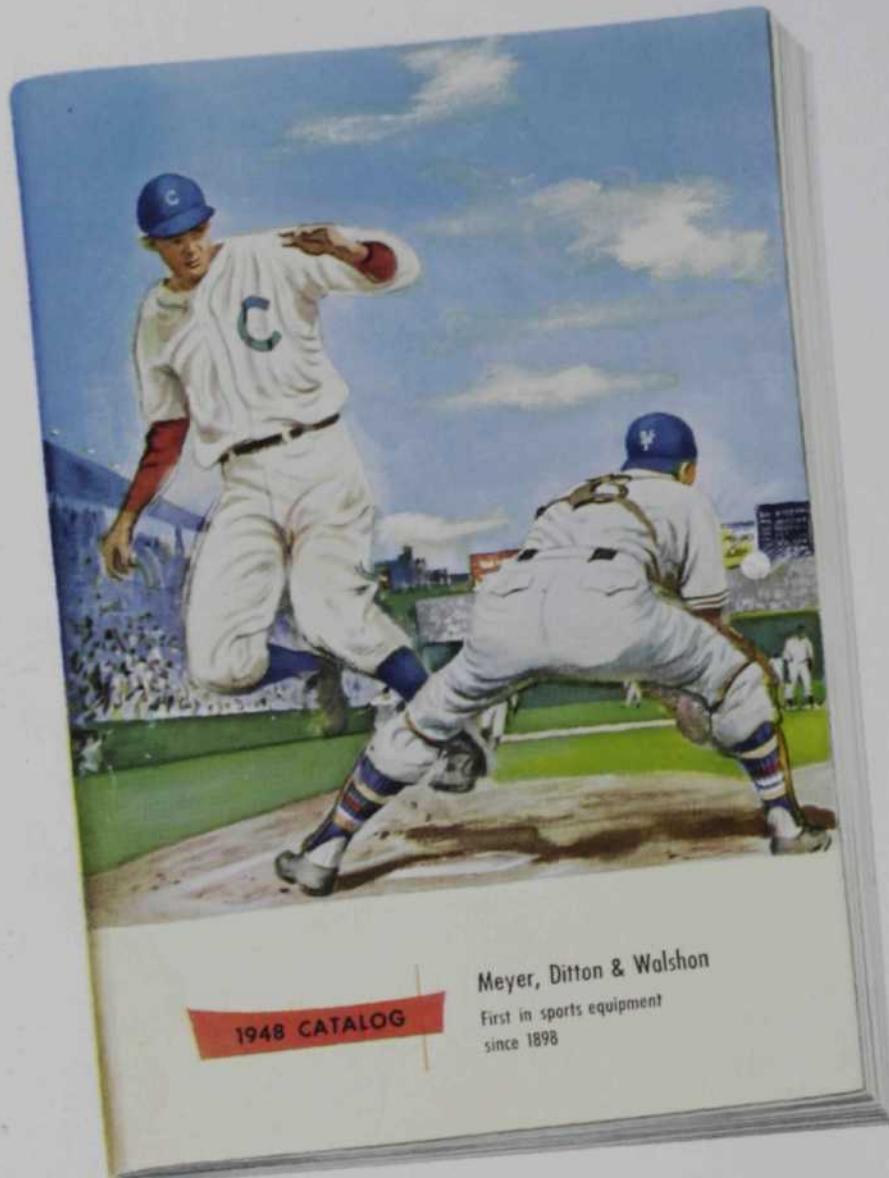
You can plate aluminum with chromium, or with copper, silver or gold if you wish. You can color it almost any hue you want. Or you can finish aluminum by other me-



chanical or chemical processes to give you the beauty or service requirements you need. Alcoa discovered how to do all these things and will be glad to tell you.

Before choosing any printing paper . . .

Look at Levelcoat®



1948 CATALOG

Meyer, Ditton & Walshon
First in sports equipment
since 1898

Illustrated here is a typical use of Levelcoat®, not an actual booklet.

IT PAYS TO LOOK AT LEVELCOAT



Levelcoat® printing papers are made
in these grades: Trufect®, Kimfect®,
Multifect® and Rotofect®.

KIMBERLY CLARK CORPORATION, NEENAH, WISCONSIN

Look at Levelcoat...

for **brightness**

Should the product you picture in your new catalog sizzle? Should it sparkle with sales appeal? Then make it come alive—against the setting of lustrous Levelcoat® printing paper. Yes, Levelcoat papers are brilliant from the body fiber out—brighter because they're *whiter* than ever!

Look at Levelcoat...

for **smoothness**

Smooth as richest country cream, the flowed-on surface of Levelcoat is a triumph of precision manufacture. Test it. Print with it. Let the smoother surface of Levelcoat give you smoother, truer press impressions ream after ream, run after run.

Look at Levelcoat...

for **printability**

Printers and advertisers alike depend on the printability of Levelcoat for the smooth, trouble-free production of uniformly beautiful work. Let this outstanding Levelcoat quality produce finer results for you, too. Give your printing the Levelcoat lift!